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Staffing a Metal Processing Facility

Comments by Tom Ramsay

Problem: Owner/operators of a mid-atlantic metal processing corporation believe that no facility should employ more than 100 persons. Therefore, they decided to build a new processing plant with three job families.

- Maintenance Technician
- Manufacturing Technician
- Staff/Support Persons

Strategy: Because of sample size and job content, content related validation was employed. Job experts suggested knowledge, skills, and abilities.

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TIP

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Psychologist

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The 1998 Congress in San Francisco is shaping up to be an excellent opportunity for U.S. SIOP members to meet and hear I/O psychologists (and applied psychologists in other specialty areas) from many countries. The ICAP is a meeting well attended by applied psychologists from every part of the globe. At the 1994 Madrid meeting there were over 3,000 in attendance from dozens of countries. A number of keynote and invited speakers have already been confirmed and some symposia have also been arranged for San Francisco. The international flavor of the Congress is reinforced by the requirement that each symposium must include participants from at least three different countries.

The program plans for the Organizational Division, the one most central to the interests of most SIOP members, include symposia, poster sessions, debates, panel discussions, and conversation hours. Plus the Division program committee hopes that there will be innovative program submissions that do not neatly fit into the usual categories of conference sessions. The deadline for program submissions is May 1, 1997. The Call for Papers may be obtained from the ICAP Congress Secretariat, APA Office of International Affairs, 750 First Street, NE, Washington, DC 20002. We hope to be able to have a direct mailing sent to SIOP members but this is not yet confirmed. In the near future (as I write this, but hopefully a "done deal" by the time you read this), we also plan a link from the SIOP World Wide Web site to the APA's ICAP Web site to allow for electronic availability of ICAP materials. If you have any questions about the program for the Organizational Psychology division, contact Dick Campbell, Susan Jackson, or Virginia Schein.

The summer of 1997 also presents an opportunity for U.S. I/O psychologists to interact professionally with applied psychologists from all of the Americas in Mexico City. From July 27 to August 2, 1997 will be held the First Regional Congress of Psychology for Professionals in the Americas. Congress organizers have told me that they are especially interested in program submissions from I/O psychologists, although this Congress is also directed broadly at applied psychology of all types and forms. The submission deadline for this meeting is January 20, 1997 and the organizing Committee can be contacted by email at Congreso@datasys.com.mx and on the World Wide Web at <http://www.alnet.com.mx/imifap/>. Our international contacts often are in Europe or in Asia so this Congress may be an excellent chance to become acquainted with our colleagues in Central and South America.

Finally, a bit further afield for most of us but a more focused meeting than either of the above, the Second Australian Industrial and Organizational Psychology Conference will be held in Melbourne from June 27-29, 1997. Submissions can include posters and symposia and are due on February 3, 1997. More information can be obtained about conference registration from the Conference Coordinator, Australian I/O Psychology Conference, Australian Psychological Society, PO Box 126, Carlton South, Victoria, 3053 Aus-

A MESSAGE FROM YOUR PRESIDENT

JAMES L. FARR

One of my personal goals for SIOP is to increase our level and quality of interaction with I/O psychologists around the world. U.S. psychologists, including those of us in the I/O domain, tend to be insular in our "implicit theories" about what is important and useful in psychological science and professional practice. This is due to a number of factors, including our sheer numbers and correlated volume of publications and presentations, our limited language facility, and some plain old "Not Invented Here" bias. We in the I/O area do have some upcoming opportunities to remedy some of our parochialism and I want to encourage you to take advantage of them.

I recently returned from Washington, DC, where I attended a meeting of the Scientific Program Committee for the 1998 International Congress of Applied Psychology (ICAP). The ICAP is the official meeting of the International Association of Applied Psychology (IAAP) and is held every four years. The 1998 ICAP will be the 24th one and will be held in San Francisco from August 9-14. The 24th ICAP will be the first one ever held in the United States. The past two have been in Kyoto (1990) and Madrid (1994), both of which I had the pleasure to attend. APA will be the host organization for the 1998 ICAP and its staff are coordinating the planning of the Congress. The 1998 APA convention will also be held in San Francisco, August 14-18. Note that Friday, August 14 will be an overlap day for the two meetings.

SIOP members are also well represented in the planning process for the 1998 ICAP. Lyman Porter is the Chair of the Scientific Program Committee. Division 1, Organizational Psychology, is the largest of the 13 divisions of the IAAP and is represented on the Program Committee by Richard Campbell, Fred Fiedler, Susan Jackson, and Virginia Schein. I represent APA's Board of Scientific Affairs on the Program Committee. Edwin Fleishman and Harry Triandis, former Presidents of the IAAP, are on the ICAP Organizing Committee and are ex-officio members of the Program Committee.



tralia; email: CHERRY@apsnho.mhs.comuserv.com; fax: 613 9663 6177.
Inquiries about program submissions can be made to Dr. Phyllis Tharenou,
Department of Business Management, Monash University, PO Box 197,
Caulfield East, Victoria, 3145 Australia; fax: 613 9903 2718; email: phyllis.
tharenou@BusEco.monash.edu.au.

I hope that many of you will be able to participate in these meetings and help to widen SIOP's collective vision of the science and practice of I/O psychology. Safe traveling!

IOTAS

Michael D. Covert

I am very pleased to be able to bring to each of you this very special issue of TIP. In celebration of our 50th anniversary as a division, we have several feature articles that celebrate specific highlights of the society. Jim Farr, Paul Thayer, Fred Wickert, and Herb Meyer each provide wonderful perspectives on the formative years of I/O psychology. Frank Landy developed tree graphs of the division's presidents, along with an observation that we are truly a unique and heterogeneous body.

Laura Koppes introduces the efforts to preserve the history of Division 14, and following her piece are 12 individual historical records which we are reproducing for you. The selections include: letters from our early leaders, committee reports, and even the first history written about I/O psychology. Several photographs of our forefathers have been made available by different archives. Hopefully you'll be able to put a face with a name you have heard from the early times. A special thanks to the various archives for making them available to us.

Milt Hakel and Richard Campbell each contribute an article describing the forces which led to our incorporation as a society. After reading their articles I believe you will have a better understanding of those turbulent times, and I hope you feel the urge to say a belated "Thank You" to all those leaders for shepherding us through all of that and into the terrific society we enjoy today.

Phil Craiger continues to look at technology and its impact on individuals and organizations. In this special piece he talks of paradigm shifts within I/O and how many can be traced to technological development.

Filling out the special historical section is an article by Lori Foster and myself on the evolution of TIP. Since the newsletter is a reflection of the state of the society and the issues it faces, we can learn much by examining the trends which emerge between its covers. Some very interesting highlights are reported, including a special table of excuses provided by different editors on why members received TIP late (please note that mine is banked; I have not used it yet, but may for a future issue!).

People on the move ...

Dirk Steiner has joined the Faculté des Arts, Lettres, et Sciences Humaines, Université de Nice-Sophia Antipolis. Dirk will be providing some columns to future TIPs on his overseas I/O experiences.

SIOP Conference

Dates & Locations

April 11-13, 1997

St. Louis, Missouri • Adam's Mark

April 24-26, 1998

Dallas, Texas • Loews

April 30 - May 2, 1999

Atlanta, Georgia • Marriott

April 14-16, 2000

New Orleans, Louisiana • Hyatt

April 25-29, 2001

San Diego, California • Sheraton

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Craig Russell is moving from LSU to the University of Oklahoma's College of Business Administration as the J.C. Penny Chair of Business Leadership. Craig is commuting while his daughter finishes her senior year of high school.

Russell Barcelona has left Wisconsin Electric Company and joined the I/O firm of Hude & Licher, Inc., in Milwaukee, WI.

Jeff Kudisch has left the HR Research and Development group at the Tennessee Valley Authority and has taken an Assistant Professor position at the University of Southern Mississippi's I/O doctoral program.

James W. Suzansky is joining Arthur Andersen LLP and has been appointed a director to the partnership in metro New York.

News from Assessment Systems Incorporated has Paul Squires and Brian Ruggeberg joining the staff, and Miriam Nelson and Lorraine Stomski being promoted to vice president.

... and in the news

Hrach Bedrosian, Professor of Management and Organizational Behavior, Stern School of Business, received NYU Alumni Association's 1996 "Great Teacher Award," a lifetime achievement which recognizes his "singular accomplishment in leading students to knowledge and understanding, and of dedication and intellectual integrity representative of the highest ideals of the teaching profession."

Finally

Growth in our society continues, as does member use of the Internet as a tool. In order to serve you better, the electronic communication committee, chaired by Phil Craiger, has expanded the areas available for information. In fact, we no longer have just a TIP home page, but we now have a SIOP home page as well. Check out the URL on the bottom of this page and inside front cover and surf on over to the site. While you are there you might want to download the full Affirmative Action Report which David Kravitz's committee summarizes in this TIP. The entire report is also available from the administrative office.

Thanks to Jason Weiss for his continued help on the TIP and SIOP home pages and to Dave Dorsey for helping prepare the files for the printer.

Visit the new SIOP homepage!
<http://cmit.unomaha.edu/Tip/Siop/Siop/html>

Creation, Early Structure, and Early Concerns of Division 14

James L. Farr
Penn State University



In this article I will describe the first few years of Division 14 in terms of its creation and its early bylaws, committee structure, and professional concerns. I will draw heavily on a number of Division 14 business meeting minutes and reports and other documents that can be found in the Archives of the History of American Psychology at the University of Akron (the official repository for Division 14 and SIOP material). Unless indicated otherwise, original source material can be found at the Akron Archives. I make considerable use of an undated (but believed to have been written about 1956) report of the Division 14 Committee on the Early History of the Business and Industrial Division of the American Psychological Association (D. H. Fryer, Chair; H. E. Burt; and L. Ferguson); this report is entitled, "The Organization of Business and Industrial Psychology in the United States."

Some Background Information Related to the Creation of Division 14

Applied psychologists in the 1920s and 1930s were very unhappy with APA's stance with regard to the professional concerns of psychology. The "mission statement" of APA at this time was "to advance psychology as a science" and many academic-based APA leaders believed in a strict (i.e., literal) interpretation of this statement. The dissatisfaction of applied psychologists was manifested in the establishment of the Association of Consulting Psychologists in 1930. This organization attempted to represent all areas of application of psychology and to be national in its scope. It grew in membership to about 500 applied psychologists in 22 states by 1937 when its leaders helped to initiate the amalgamation of various local, state, and national applied and professional psychology groups through the creation of another organization, the American Association for Applied Psychology (AAAP). The AAAP immediately became the dominant organization in the U.S. for those with applied psychological interests. It was initially organized into four sections representing industrial and business psychology, clinical psychology,

consulting psychology, and educational psychology. A section representing military psychology was later added.

The Industrial and Business Section of AAAP established objectives that included the formulation of professional standards; the development of specifications for the training of industrial psychologists; the creation of greater opportunity for the practice of industrial psychology; the exchange of research findings and opinion; and cooperation on studies of business and industrial problems. Harold E. Burtt was elected as the Section's first chairman. Others subsequently elected to this office were Walter Van Dyke Bingham, Morris S. Viteles, Arthur W. Kornhauser, Paul S. Achilles, and Carroll L. Shartle. The achievement of the Section's objectives was severely restricted by the onset of World War II when the majority of psychologists became involved full-time with the war effort. Government restrictions on travel and professional meetings reduced the Industrial and Business Section of AAAP to little more than caretaker status during the first half of the 1940s, as they did to most professional organizations.

The early 1940s did see the growing recognition among psychologists that the split between scientific and applied psychology represented by the existence of both APA and AAAP was not in either group's long-term best interests. An Intersociety Constitutional Convention of Psychologists was held which recommended a merger between APA and AAAP into a "reconstituted" APA (and also invited the Psychometric Society and the Society for the Psychological Study of Social Issues [SPSSI] to become affiliates of the "new" APA). By 1943, the merger of APA and AAAP was agreed to in principle by the leaders of both APA and AAAP, but votes by the memberships of the two organizations and the formal implementation of the merger were delayed until nearer to the end of World War II.

A divisional structure was created in APA through the revised APA By-laws adopted when APA and AAAP formally merged in 1945. Division 14, then named the Division of Industrial and Business Psychology, was one of the original divisions of APA, as were the other sections of AAAP. Other original divisions were established through an elaborate process of polling members about interests and preferences. As noted above, the Psychometric Society and SPSSI were also invited to become divisions (the Psychometric Society declined and SPSSI accepted). This process resulted in a total of 17 original divisions, numbered from 1 to 19 with two "gaps" in the sequence (the Psychometric Society was to have been Division 4 and the proposed Division 11—Abnormal Psychology and Psychotherapy—decided to merge with Division 12—Clinical Psychology).

The divisional structure within APA was established in order to provide a formal organizational structure that recognized and represented "special interests" of APA members, including the applied interests of the former AAAP members. The most direct way that special interests were represented within

the governance of APA was through each division's representatives to the APA Council of Representatives (the dominant form of divisional representation continuing to the present). The mission statement of APA was also broadened in the new Bylaws to reflect the more varied interests of its members and divisions. It became "to advance psychology as a science, as a profession, and as a means of promoting human welfare."

Division 14's Early Years

The last chairman of the Industrial and Business Section of the AAAP, Carroll Shartle, served in 1944-45. There was no meeting of the section in that time period due to World War II travel restrictions. Following a mail survey of the membership regarding activities that should be undertaken during the 1944-45 year, Shartle appointed a committee to study both the existing section Bylaws and the proposed Bylaws for the "new" APA and to formulate new Bylaws for the proposed Division 14 of APA. These new Bylaws would then be voted on by Division 14 membership once the expected APA-AAAP merger occurred. The membership of the Bylaws Committee was Bruce V. Moore (Chair), Marion A. Bills, and Arthur W. Kornhauser.

Shartle also oversaw the election of the first officers of the new Division 14. Elected for the 1945-46 year were President, Bruce V. Moore, Secretary/Treasurer, Floyd L. Ruch; and Divisional Representatives to the APA Council, Paul S. Achilles with J. G. Jenkins and M. W. Richardson tied for second Representative. Bruce Moore later reported that he was advised by APA to toss a coin to break this tie. He did, with Jenkins winning; Moore then designated Richardson as an alternate for Council Representative but retained him as a voting member of the Division 14 Executive Committee.

The charter members (called "Fellows" in the original divisional Bylaws in keeping with APA Bylaws of the time) of Division 14 were the former members of the Industrial and Business Section of the AAAP who chose to pay APA dues following the merger of APA and AAAP. In the 1945-46 membership year there were only 48 members (all charter Fellows), apparently due to some administrative snafu with the AAAP membership list which resulted in some former AAAP members not joining Division 14 that year.

These charter Fellows were sent the proposed Division 14 Bylaws with a ballot that allowed for three possible responses. A controversial section of the proposed Bylaws concerned the requirements for membership and the number of membership categories. The proposed Bylaws provided for two categories of membership: Fellow and Associate. The ballot allowed a vote to reject the proposed Bylaws; to accept them except for the provision about the Associate category of membership; or to accept them including the Associate category. Thirty-two ballots were received: 1 for rejection; 12 for acceptance without

the Associate category; and 19 for acceptance with the Associate category.

Thus, the proposed Bylaws were approved.

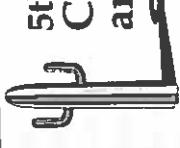
The first Division 14 Bylaws called for a fairly centralized form of governance by an elected Executive Committee. The Executive Committee consisted of the President, the President-Elect, the Secretary-Treasurer, three Members-at-Large, and the two Division representatives to the APA Council. There were some problems with early elections. In addition to the previously noted tie in the 1945 election for APA Council Representatives, apparently no Members-at-Large were elected until 1949. An earlier attempt to elect Members-at-Large in 1946 was invalidated when it was discovered that none of those so elected was a member of Division 14! It is not clear why no elections for these positions were held in 1947 or 1948.

Furthering a centralized form of governance, the chairs of the standing committees specified in the initial Bylaws were to be drawn from the elected members of the Executive Committee. The standing committees were the Election Committee, the Membership Committee, and the Program Committee (for the APA convention). In addition, there was a special Committee on Standards and Ethics appointed to develop professional standards and a code of ethics. By the 1949 revision of the Division 14 Bylaws, this special committee had become a standing committee, now named the Committee on Professional Relations.

The 1949 Bylaws revision also dropped the requirement that committee chairs be drawn from the Executive Committee and noted formally that the Executive Committee had the authority to add special committees as it deemed necessary. Several special committees were appointed in the late 1940s and early 1950s, some of which later became standing committees and some which addressed specific, shorter term needs were dissolved after accomplishing their missions. Among those that became standing committees were the Newsletter (now TIP), Training (now Education and Training), and Workshop (now Continuing Education and Workshop) Committees.

Many of the professional concerns of Division 14 members during the division's first decade are shown by the standing and special committees that were established and by the "products" of those committees, usually reports to the Executive Committee. Several of these reports were also published in various journals, especially the American Psychologist. These concerns included state licensure, ethical conduct, membership standards, graduate education standards, and professional development. All of these issues suggest that an overarching concern was the definition, recognition, and acceptance of industrial psychology as an identifiable profession. These concerns are still important to industrial/organizational psychologists and to SIOP today and, indeed, much of the time and energy of SIOP's current officers and committee chairs is so devoted.

The history of the initial decade or so of Division 14 suggests that few serious errors were committed. Certainly, there were a few stumbles along the way, but basic criterion measures of organizational effectiveness reveal a successful organization. Membership grew. There was an increase to 185 total members (108 Fellows and 77 Associates) in the 1946-47 membership year. Membership continued to grow rapidly; by the 1949-50 membership year, Division 14 had a total of 314 members (182 Fellows and 132 Associates). By 1955 there were 213 Fellows and 301 Associates for a total of 514 members. The financial reports of the division revealed a balance of \$3.96 in 1948, \$18.00 in 1951, and \$778.85 in 1956. Our founders were successful in creating a viable organization to which its members devoted considerable time and effort and which was responsive to the needs of its members. These characteristics continue to the present.



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Oh! For The Good Old Days!

Paul W. Thayer¹
Professor Emeritus

North Carolina State University



This is the year we celebrate the 50th anniversary of the founding of what is now SIOP. As others have pointed out, there have been many controversies, changes and conflicts during this time. As I think back over my 40-plus years in the field, I am reminded of days when academics and practitioners were closer together. We communicated better, saw each other more frequently, and shared views and concerns. At least that's the way I like to remember it.

And to a certain extent, those memories are correct. There were many psychologists who had worked together on applied problems during World War II who kept in touch with each other as they went to varied careers in universities, industry, government and consulting firms.

For one reason or another, partly I think because of internalizing the value of publication, we shared our findings in print more. But, journals are tougher on applied work now, are impatient with the noise that exists in the "real world," and we see less and less of work done in applied settings in the leading journals.

That's too bad, as many interesting new developments have come from colleagues in applied settings: large scale studies of biodata, the first work on RPPs, validity generalization, assessment centers, performance appraisal, identification of managerial talent, and so forth. As a salute to the pioneers who did much of this research, I'd like to make reference to several of these, where they were done, and close with a plea for more mechanisms to make possible the sharing of new developments in applied settings. I'll do this by referring to work done in various places, and will give a few illustrative citations.

¹ Thanks to various members of the Dearborn Conference for assistance, particularly Doug Bray, Steve Brown, Herb Meyer, Mel Sorether and Rog Taylor. I take full responsibility for the contents of this brief article.

tions for the very young among us who may not realize where the original work was done.

LIMRA-LISRB. (Life Insurance Marketing and Research Association, formerly the Life Insurance Agency Management Association, formerly the Life Insurance Sales Research Bureau). Forgive my starting here, but I worked there for 21 years and was involved in some of the research. It was here that the first large scale studies were done on biodata as a basis for selecting life insurance agents (Thayer, 1977). While much of this work involved raw empiricism, Al Kurtz demonstrated that age moderated the validities of some biodata items (Kurtz, 1941). For example, a net worth of \$5,000 signifies a different level of success for 20 year olds, compared to 50 year olds. Although unpublished and largely unsuccessful, Owens and Schoenfeldt cooperated with the LIMRA staff in trying to develop meaningful clusters of items that might have both construct and predictive validity. Steve Brown followed up on unpublished work by Paul Thayer and Don Peterson and found that the quality of management also moderated validities (Brown, 1981).

Weitz did the first studies of realistic job previews, demonstrating a sharp reduction in turnover of agents in sales districts providing balanced and realistic job preview booklets (Weitz, 1956). Mayfield and Carlson did a whole series of studies of the decision-making process in the selection interview that shed considerable light on what features of a structured interview contributed to validity and/or bias (Carlson, Thayer, Mayfield & Peterson, 1971). And the first large scale study of programmed learning was done there (Welsh, Antonietti & Thayer, 1965).

There were many other contributions from this organization over its 80 year history, many under the leadership of S. Rains Wallace, after whom the SIOP Dissertation Award is named. These will suffice to give one a sense of what can be done in the real world.

AT&T. A good deal of research has been done here, too, the most famous of which are the longitudinal studies of managerial careers. Under the leadership of Doug Bray, Don Grant, Dick Campbell, Ann Howard and many others participated in research that led to the development of the assessment center (Bray, Campbell, & Grant, 1974). AT&T supported research for over 30 years on this management selection device, and contributed much to our understanding of managers and management jobs. Later, Howard took over and this marital pair expanded the first—and regrettably only—developmental study of managers (Howard & Bray, 1988).

This work was the original underpinning of DDI, and assessment centers are now in use the world over. They would not have been without the thorough work done in an applied setting by Bray and his colleagues.

General Electric. While a wide variety of research problems were addressed, it was here that the first studies were done that cast doubt on the util-

ity of conventional performance appraisal systems (Meyer, Kay, & French, 1964). When Herb Meyer published his first work on this issue, it sent many managers into shock. Much of the work being done by academicians today on this issue stems from his work.

It was also here that Mel Sorcher modified behavioral modeling so that it could be applied to supervisory training (Goldstein & Sorcher, 1974). Many books and articles have been written since, but the impact on the field was first felt here.

SONJ, EXXON. It was at Standard Oil of New Jersey, and then at Exxon that Ed Henry, Paul Sparks and their colleagues did the first work on the "Early Identification of Managerial Talent" (Sparks, 1990). Using a combination of biodata, ability measures, interviews, and so forth., these pioneers developed objective, scorable means for identifying potential managers.

OPM and State Farm It was at the Office of Personnel Management that Frank Schmidt led a team of government employees and academicians in the application of meta-analysis to the problem of establishing validity in applied settings, especially when sample sizes were small (Schmidt & Hunter, 1977).

At about the same time, Rog Taylor and his colleagues were doing massive studies of the PAQ as the basis for establishing validity generalization within job families at State Farm Insurance Company (Taylor & Colbert, 1978). The issue of VG is still unsettled, but these and related studies have formed the base of massive research efforts and theoretical disputes.

I'm sure there are many other examples in other organizations. (In fact, I hope that someone in the military will summarize the outstanding work done by I/O psychologists in the Army, Navy and Air Force. There is much to learn there.) But note what has happened over the years. Fewer and fewer of these efforts find their way into print, and many organizations no longer support such efforts. Indeed, with down-sizing and out-sourcing of HR functions in industry and government, such work is no longer supported. With cutbacks in military research budgets, where will the excellent research on training be done (Thayer, in press)?

I wish for the good old days when such efforts were supported in business,

industry and government.

I wonder if sparsely supported academicians and those working in applied settings can advance the field as rapidly as in the past. We are eating our seed corn, I fear.

We need to create some good new days, and work together to get organizations to support such work in the future. We need to think of new structures within which such work can continue. Consortia would be one answer, but we need more structures.

Indeed, we need some mechanisms for maintaining the link between acade-

micians and their former students now working in business, industry, government and the military. Without such structures and mechanisms, our field,

our productivity and our economy may go down the tubes. What can we and SIOP do to help?

REMINISCENCES OF 1946 AND ITS HISTORICAL CONTEXT

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How is it that I happen to know anything about 1946? In 1938, I'd completed a Ph.D. in Industrial Psychology under Arthur W. Kornhauser, one of the perhaps only four industrial psychologists then in degree-granting programs in the United States. He knew the industrial psychologists of the World War I era and the 1920s and 1930s and introduced me to many of them at APA conventions and elsewhere. Then in 1936, course work completed but no dissertation yet, I began employment at the interesting Hawthorne Works of the Western Electric Co. I stayed there until 1940 when I moved to Commonwealth Edison, the light and power company for Chicago, to begin a program there.

Soon World War II began. I not only spent about a year with Walter V. Bingham's new-look Army Alpha program along with about 20 other industrial psychologists (e.g., Louis McQuiry and Bill Crissy) but then went into John Flanagan's Aviation Psychology Program where I became acquainted with a whole range of psychologists. By 1946, with the end of the War, I went back to Commonwealth Edison, and then in 1947 to Michigan State University to join in teaching the new veterans flooding into universities under the G.I. Bill.

Now to get back to 1946. Industrial psychology did not just suddenly happen in 1946, but already had a history of about 50 years. By the late 1890s there were isolated psychologists in, for example, the Boston Elevated Railway. In the early part of the 20th Century, Arthur Otis, among others, began work on group intelligence testing to make possible the Army testing program of World War I. World War II, led to bringing together several teams of psychologists to work on relevant projects. One important center was that at Carnegie Tech in Pittsburgh. Robert Yerkes, Walter Dill Scott, and Walter V. Bingham are World War I names that come to mind. After World War I, these psychologists continued to relate to each other and formed a nucleus that developed into industrial psychology. Harold Burtt at Ohio State, Arthur Kornhauser at Chicago, Bruce V. Moore at Penn

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A graphic of a building with multiple windows and a prominent entrance, with diagonal lines suggesting motion or a stage.

State, E. K. Strong at Stanford, Donald Paterson at Minnesota, Marion Bills at a company in Connecticut, Morris Viteles at Philadelphia Electric, and H. G. Kenagy at the Life Insurances Sales Research Bureau, as well as others, kept industrial psychology going. Paul Achilles held Psychological Corporation together, after it had been founded about the end of World War I, to develop post-war applications of psychology in industry. As the personnel movement developed in the early 1920s a psychologist started that movement's first journal, the *Personnel Journal*. The newly established personnel departments in companies often provided an organizational home for industrial psychologists going into industry. Morris Viteles wrote the first text in industrial psychology, published in 1929, to serve as a unifying force in the field. Incidentally this text inserted an early international flavor to industrial psychology: A wealthy businessman became interested in the field and for several years provided funds for an industrial psychologist to travel freely for a year. Viteles was a recipient of one of these awards and reflected his experiences in his new text.

By the 1930s APA was no longer especially friendly to "applied" psychologists, including industrial. The applied psychologists, with many misgivings about leaving APA, formed their own association, AAAP (American Association for Applied Psychology).

At least two factors came into play that led to the end of AAAP and the reunification back under the APA umbrella. One factor was the APA organizational restructuring to include both pure and applied divisions. One could then belong to a mix of divisions. Pure and applied psychology became reconciled. Another factor was the realization that because so many pure and applied psychologists had so worked well together under war-time stresses, we all belonged together. So, as one of the "divisions," Division 14 was born.

Finally, we come to what industrial psychology was becoming in 1946. A number of industrial psychologists of World War I vintage were still active in the debates about AAAP versus APA. At the same time, many of the temporary applied psychologists with World War II applied experience were returning to academics. But other academic types liked the world of application and chose to stay in it. One such individual was Haller Gilmer who was a "pure" physiological psychologist before the war who went on to write a successful industrial psychology text that had several editions.

By 1946 academe itself was expanding into new areas, including industrial psychology. Industrial psychology became an accepted part of a well-rounded university department of psychology. As colleges of business began expanding after World War II, industrial psychologists began being absorbed into the human side of their teaching and research. Also, companies such as Exxon, U.S. Rubber, General Motors, Detroit Edison, Public Service Company of Northern Illinois, Peoples Gas, Light, and Coke Co., Kimberly-Clark, and a number of others added industrial psychologists to their staffs. Exxon

alone, for a time, had as many as 50 industrial psychologists. General Motors was not far behind; Orb Krissey and Chet Evans were among the GM leaders. Some of these larger companies began expanding their activities overseas; industrial psychologists were sent out to play a significant role.

Even as early as 1946 industrial psychologists entered into various aspects of consulting. Several groups of industrial psychologists set up independent consulting firms. One such was Rohrer, Hibler, and Repligle "RH and R." This firm had a clinical slant to its operations. Public accounting firms were becoming aware of client companies that needed non-financial as well as financial help to get such companies out of the financial difficulties that accounting had revealed; industrial psychologists found a role in "straightening out" such companies.

In 1946 we were still "industrial" psychologists.

It wasn't until the late 1950s or early 1960s that developments led us to add "organizational." Nevertheless, even by 1946, our profession had shown much adaptability to a changing world. Still, explicit recognition of our involvement with "organizational" was yet to come. All in all, 1946 was quite a year for us!

A Review of Psychological and Behavioral Research on Affirmative Action

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An Early Stimulus to Psychology in Industry: A History of the Dearborn Conference Group

(A group of managers from industry responsible for personnel research.)

Herb Meyer, Professor Emeritus
University of South Florida



Before WWII, few companies had personnel research units in their personnel departments. Quite a few psychologists were employed in industry after WWII, but they dealt predominantly with employee selection problems—especially with the development and validation of selection tests. They were often located in the “Employment Department,” a component of the Personnel Department. Some companies also employed economists who conducted research to support union relations bargaining.

After WWII, interest in personnel research as a separate and important component of the personnel department grew quite rapidly. The Industrial Relations Research Association (IRRA) estimated that there were about 12 companies with Personnel Research units in 1947, but that this number had grown to about 50 in 1949. The IRRA sponsored meetings for professionals interested in personnel research, but the IRRA also included economists, sociologists, and related professional groups, and the members were primarily from academia. The American Management Association (AMA) also included personnel research as a sub-topic in some of their personnel conferences. It was at one of these conferences in about 1950 that a few people involved in personnel research in business and industry decided that it would be advantageous to organize a small group of managers and professionals involved in personnel research in industry to meet regularly to exchange information about their activities and experiences.

A first meeting to consider further the possibility of organizing such a group, and to discuss in a preliminary way some of their respective personnel research programs, was held at Antioch College in May, 1951. Dr. Douglas McGregor, then President of Antioch College, was asked to sponsor the meeting. The attendees at this first meeting were 14 members of the personnel staffs of companies that had personnel research or related components in

their personnel departments. These were mostly large companies, but not all were among the largest in the U.S. Those companies represented were: General Motors, AT&T, DuPont, Ford, US Rubber, Sears, Inland Steel, Eso Std. Oil, Chesapeake & Ohio RR, Detroit Edison, Eli Lilly, Armstrong Cork, and Socony-Vacuum Oil Co. All of the attendees from those companies either headed or had the personnel research function reporting to them.

The attendees decided at this meeting that they would organize formally as a continuing interest group and meet semi-annually on a regular basis. The first regular meeting of the group was held at the Dearborn Inn in Dearborn, Michigan (near Detroit) on October 4–5, 1951. Essentially the same group that had attended the Antioch conference attended this meeting with two or three exceptions. Doug McGregor was designated as an ex-officio member, and the group agreed to split the cost of his expenses at every meeting he would be able to attend.

Much of the time at this meeting was devoted to organizational matters, such as deciding on a name for the group, ground rules for membership, procedures to be used for exchanging information, and the like. Several names for the group were considered (e.g., Industrial Relations Research Group), but a consensus was reached to call it the Dearborn Conference Group because this first meeting was being held at the Dearborn Inn.

The group has been active since that time and still is after over 40 years—with changes of membership of course. Many of the ground rules established at the first meeting are still being followed by the group, such as: The group would meet twice a year, each member’s management role in his or her organization had to involve personnel research (either directly or indirectly), the number of members would be limited to about 17: no more than one member per company could be in the group; no substitutes from a company could be sent to a meeting (i.e., membership was personal, not company); informality would characterize discussions; members would submit brief descriptions of activities for circulation to the membership in advance of each meeting; and all exchanges of information would be considered confidential.

Topics and projects discussed at Dearborn Conference meetings reflected the great diversity of interests and work of personnel researchers after WWII. As I indicated earlier, the emphasis of psychologists working in industry before WWII was predominantly on employee selection concerns, and especially on selection testing. However, member projects discussed at these meetings covered all aspects of human resources management. Some of the categories under which member reports were filed were: Attitudes and Motivation, Career Planning and Counseling, Collective Bargaining, Communication, Compensation, Drug and Alcohol Abuse, Employment Stabilization, Equal Opportunity, Health and Safety, Job Enrichment, Job Structure, Management Development, Motivation and Achievement, Organization Development, Organization Structure, Performance Appraisal, Productivity, Research Meth-

odology, Social Responsibility, Supervisory Styles, Training, Working Environment, and so forth. In fact, it almost seemed that selection research was relegated to low priority status by industrial psychologists in general after WWII until the mid-1960s, when the civil rights acts focused attention on the need to validate selection instruments. It sometimes seemed that many industrial psychologists were a bit self-conscious about their pre-war identity as primarily selection testing experts and wanted to change this image.

Discussions at the meetings focused not only on company projects of the members, but also on general topics and problems relating to human resources management, such as employee productivity, employee morale, union-management relations, compensation policies and practices, management development, working environments, job enrichment, and the like. Usually the designated chairman for an upcoming meeting (the role was rotated) scheduled at least one such topic for general discussion, in addition to the exchange of information about current projects in the member companies.

At the early meetings (in the 1950s), Doug McGregor played an important role in these discussions, often summarizing and interpreting the implications of the issues raised, as seen by an outsider with a more theoretical orientation than that held by the company-employed members. These discussions often seemed to result in newly initiated research and development activities in the member companies. They sometimes also resulted in expository articles by one or more members in attendance in management or personnel journals. A number of the members felt that a very intensive discussion of employee productivity and morale problems and related union-management relations issues at an early meeting of the group contributed to Doug McGregor's formulation of his "Theory X-Y," delineated subsequently in his classic book, *The Human Side of Enterprise*. I personally felt that a lengthy and somewhat heated discussion of problems encountered with performance appraisal policies and programs at an early meeting I attended (Spring, 1956) led to Doug's widely read *Harvard Business Review* article entitled, "An Uneasy Look at Performance Appraisal."

Over the years, additional members were added to the Dearborn Conference Group to maintain the active membership at about 17, as some members retired, changed jobs in their respective companies, resigned when they went into consulting or academia, and so forth. While many of the members who organized this group originally were personnel managers and not I/O psychologists, new members added in subsequent years were, in most cases, Ph.D. I/O psychologists. Eventually the membership became almost exclusively I/O psychologists turned managers.

The membership of the group was probably more stable in the early years than in recent ones, because company organizations tended to shift less in those times and individuals were more likely to consider their company affiliation as a career choice. Since the early 1970s, even the largest companies

have become much less stable, with the prevalence of reorganizations, reorientations, downsizing, mergers, and buyouts. Moreover, the individual professionals who make up the membership have become much more transient, probably due in part to the instability of their employer-companies. The professional who joins a company today is less likely than in the 1950s to consider that employment as a career-long choice. Frequent moves are becoming commonplace—from company to company, to consulting, to academia, and so forth.

Nevertheless, the group has remained viable and active through the years. Needless to say, none of the members who attended the first meeting in 1951 are still active, although those still living (and traceable) are maintained on an "alumni" list and are invited to attend Spring meetings. The membership has probably gone through several generations of changes, more rapidly in recent years, as explained above, but the mean age of the active members is probably very close to that of the original group when they first organized in 1951 (in the 40 + range).

From my personal standpoint, this group has more than fulfilled its original promise. The many meetings I attended over the past 36 years have almost always been stimulating and valuable. I have not only acquired new ideas for research and development projects, but I have also learned from hearing of others' experiences to conduct my own activities in a more effective manner. Several times, in informal discussions at these meetings, I have heard members say that they benefited more from their Dearborn affiliation than they have from the larger, professional society sponsored meetings such as APA, SIOP, or the Academy of Management.

I believe that the Dearborn Conference Group was first of the several similar research-oriented groups organized in the 1950s and 1960s—that is, small groups based on personal membership, such as the No-Name, Summit, and Cincom groups. I also believe it has probably been the most active and viable of the groups of this kind in terms of survival. The last Dearborn Conference meeting I attended was about a year ago (as an Alumni Member), and I'm pleased to report that the present generation of active members is continuing the tradition of the active exchange of information and experiences that was envisioned by that first group of professionals who decided to organize the group in 1950.

The Family Tree

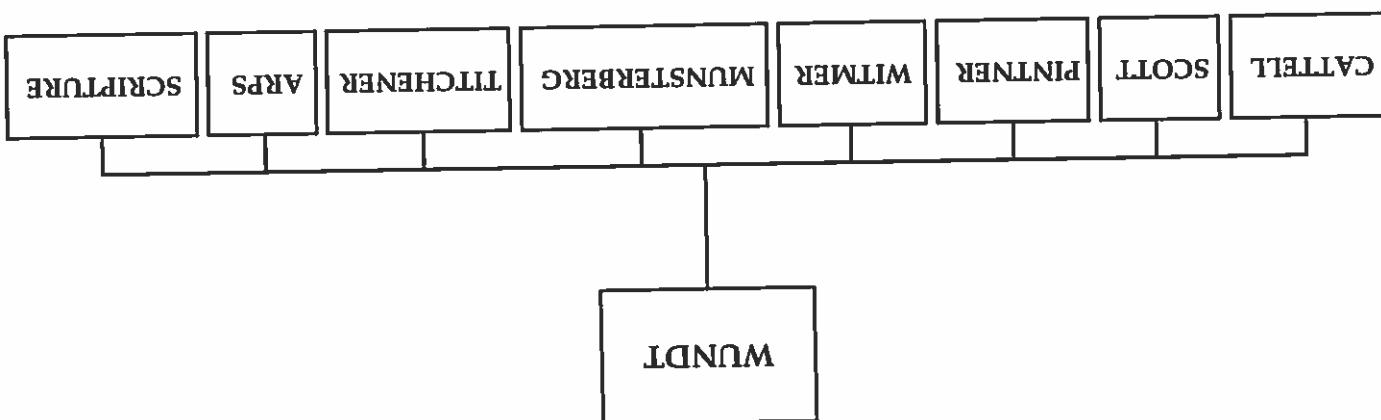
Frank Landy

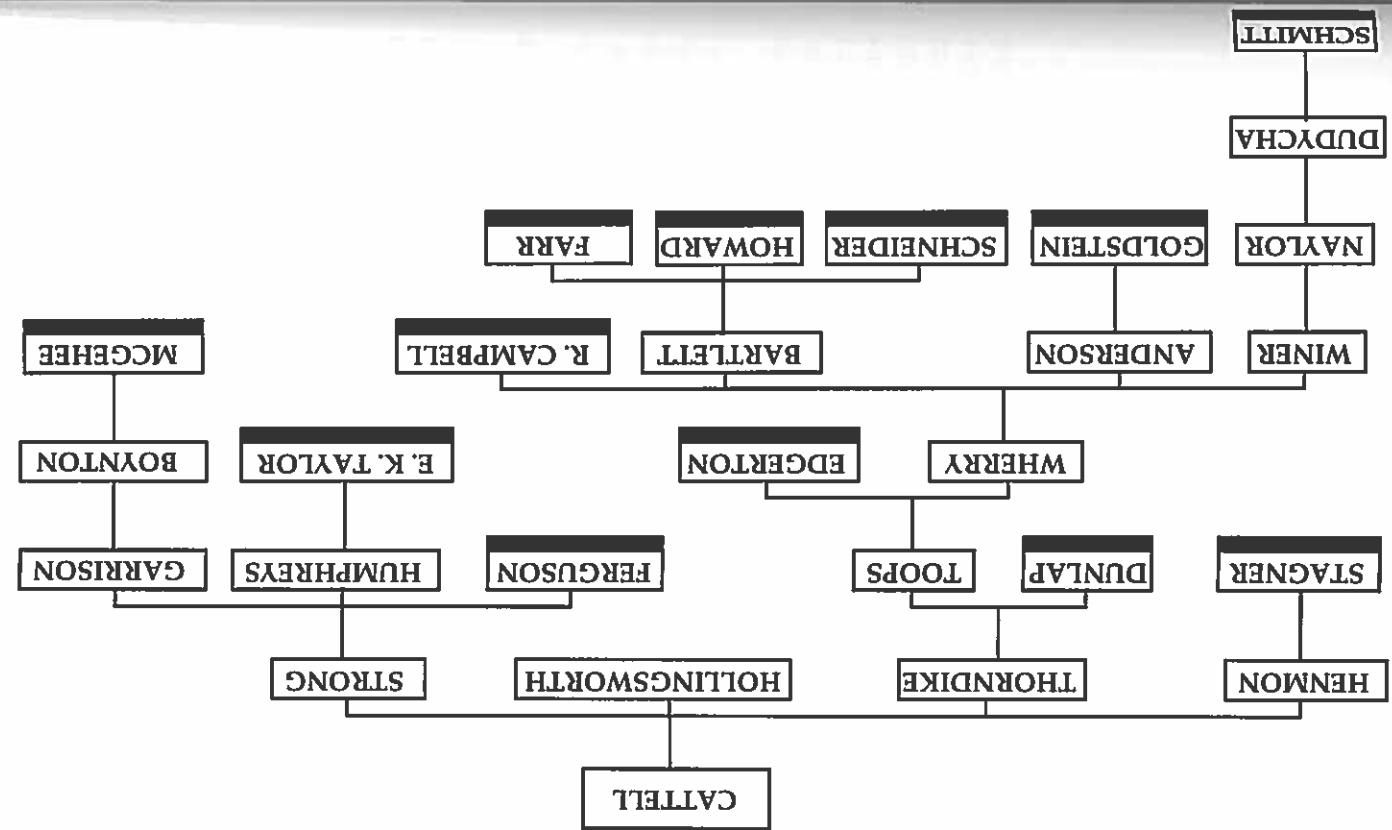
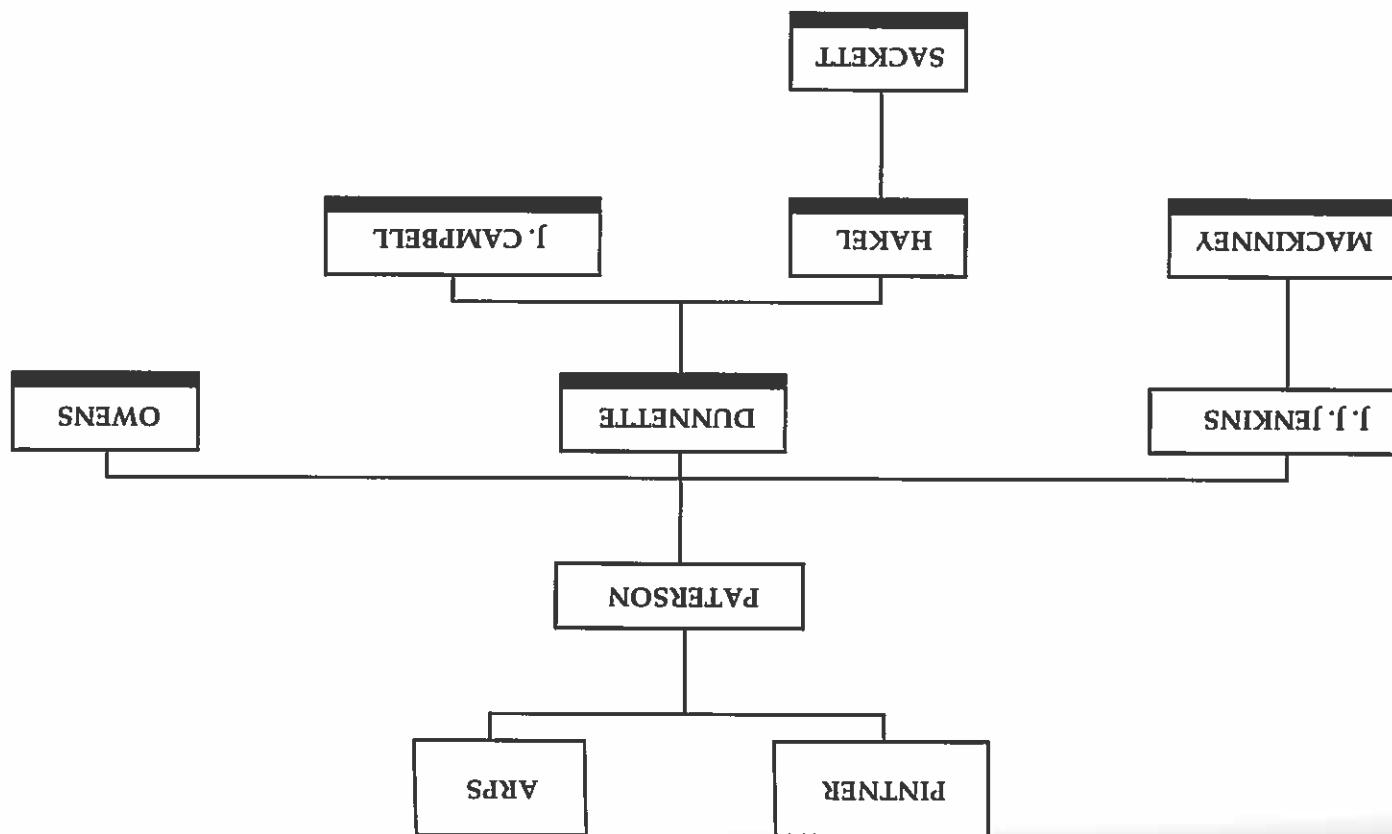


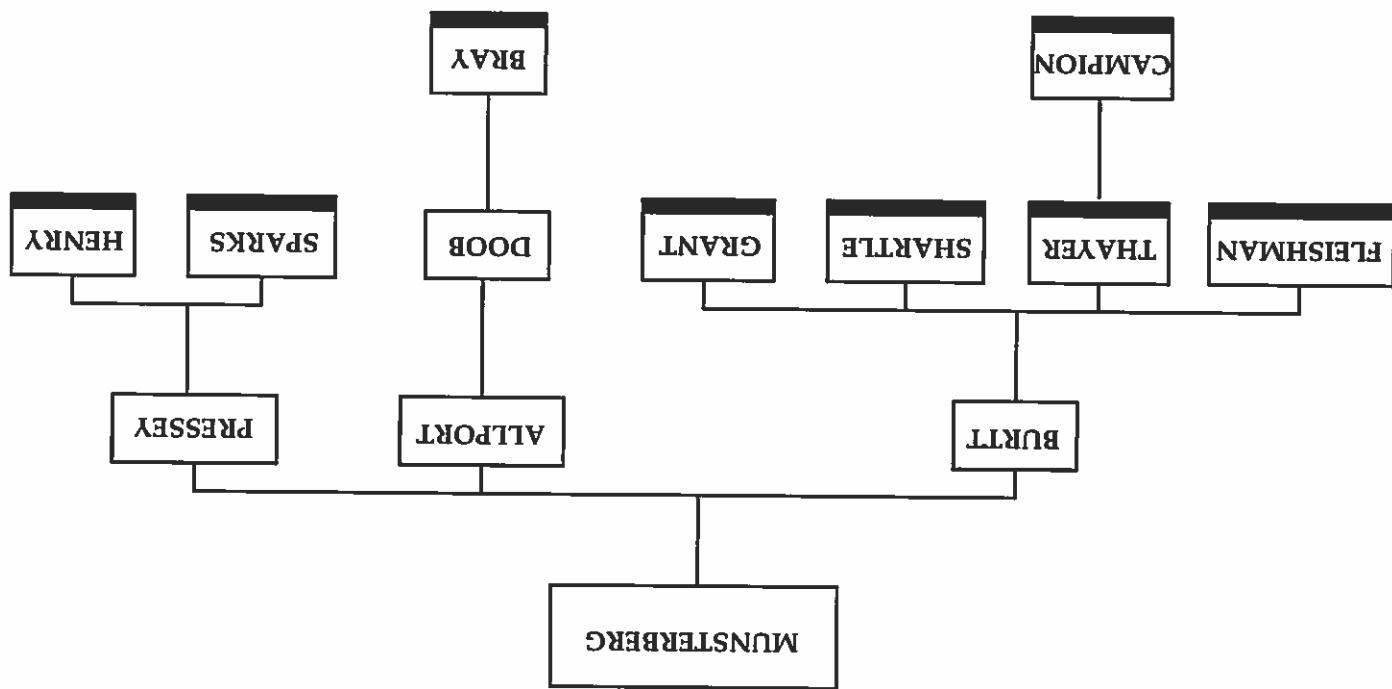
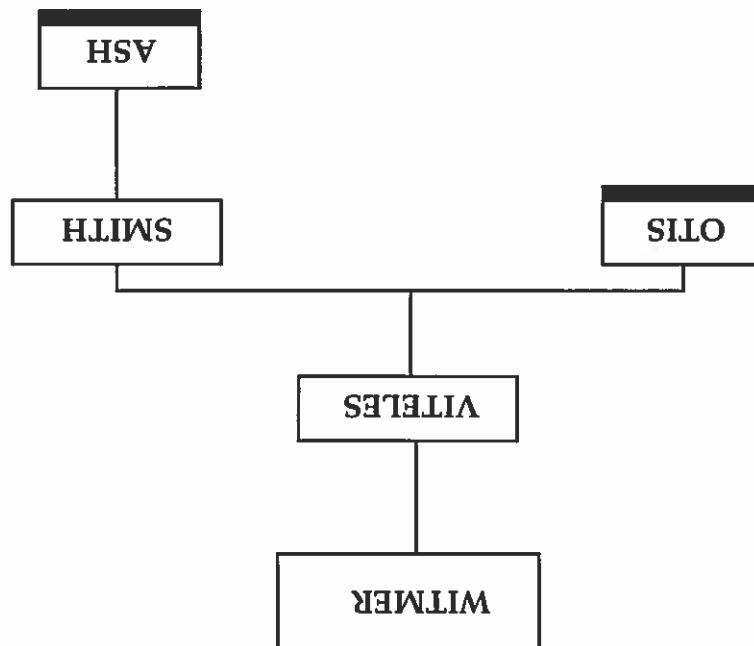
One way of considering our history is to trace the evolution of our leaders. One way of defining leaders is by identifying those elected to leadership, particularly past Division 14 and SIOP presidents. That is what is portrayed in the accompanying charts. These charts had been originally prepared for an article that I published on the life of Hugo Munsterberg (Landy, 1991) and updated with assistance from Rich Klimoski and George Hollenbeck.

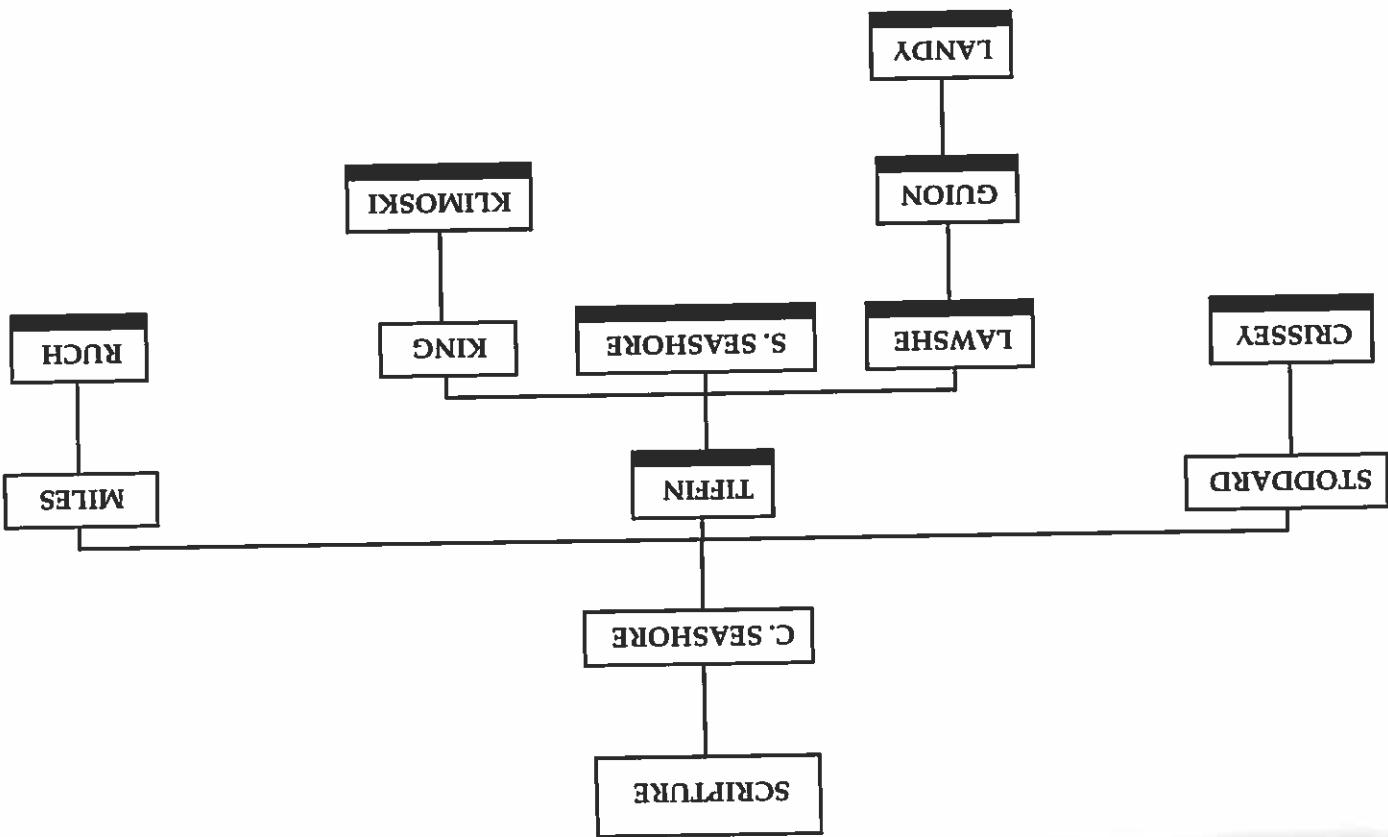
The original and updated charts were developed from archival records (e.g., dissertation signature pages) and discussions with relevant individuals when possible. The charts are not meant to suggest that other individuals did not influence the past presidents. This is a simple archival linking of past presidents to committee chairs and/or dissertation chairs.

If there is an inference to be drawn from those charts, it is that we seem to be remarkably heterogeneous as a society. There is no clear "royal line." Our presidents came from many different branches of the tree. We might expect that the psychometrician among us would have come from Cattell, or the clinical-social-industrial from James or Witmer or the laboratory research advocate from Titchener. But, in fact, there seems to be no historical ideological influence in presidential evolution. I see this as a good sign. Given the nature of our subdiscipline and the vagaries of societal circumstances, it is best that we not be encumbered by old loyalties.

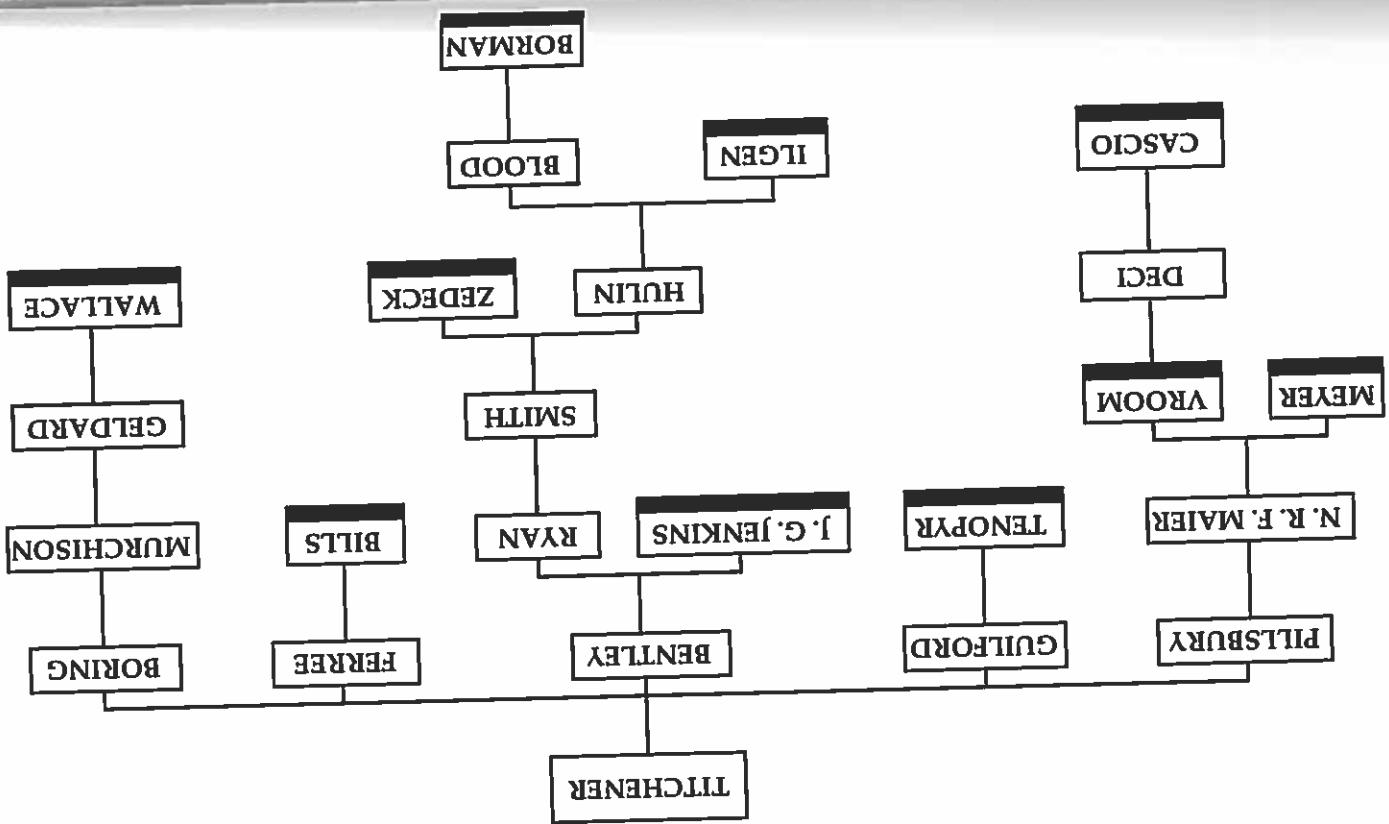








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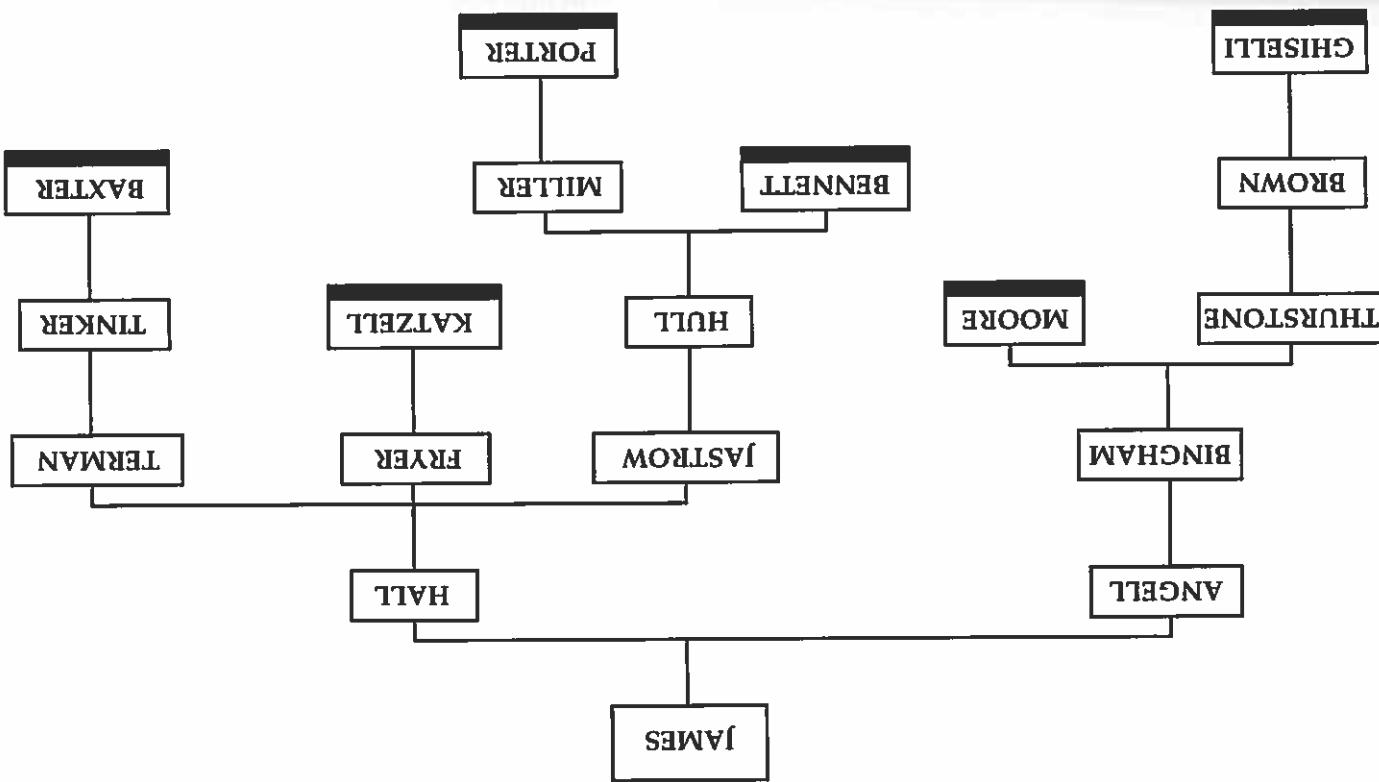
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Preserving the History of APA Division 14/SIOP

Laura L. Koppes
Tri-State University

Recording and preserving the history of Division 14/SIOP have been issues discussed frequently among Executive Committee members for the past 40 years. For example in 1958, Dr. Douglas H. Fryer, Vice President and Technical Director of the Klein Institute for Aptitude Testing, Inc., New York, suggested to Dr. Orla L. Crissey, of General Motors Institute and Division 14 Secretary/Treasurer, that a history of Division 14 be prepared. The purpose of the history was to honor those who contributed to the early years of the American Association of Applied Psychology (AAAP) in establishing Division 14 (Fryer, February 18, 1958). Dr. Crissey agreed to take the suggestion to the Executive Committee (Crissey, March 18, 1958). A Committee on the Early History of the Business and Industrial Division was appointed by Dr. C. H. Lawshe, President, Division 14. Members of the committee were Douglas H. Fryer (Chair), Harold E. Burtt, and Leonard W. Ferguson (Lawshe, June 24, 1958). A draft of the history was written which included five sections written by Doug Fryer and Harold Burtt and was entitled "The Organization of Business and Industrial Psychology in the United States" (Committee on the Early History of the Business and Industrial Division of the American Psychological Association, 1960). A sixth section on the organization of Division 14 was supposed to be written by Ferguson but was never completed. According to Ferguson, "How many times and in how many ways do I have to tell the Executive Committee of Division 14, either informally or formally, that the historical material I was asked to complete is not worth completing" (Ferguson, February 13, 1962). His concerns were based on the lack of information and facts available to complete the section.

Crissey responded,
I must admit that I was uncertain in my own mind as to just what material might be available and whether it was worth putting together. After reading your letter, I agree that the best thing that can happen is to quietly bury the whole assignment. The nature of the material available, the inaccuracies in the content, and the other reasons you mentioned all indicate that it would not be worth the time and effort to try to make something of this information that is so obviously inadequate (Crissey, March 2, 1962).



Crissey and Ferguson agreed that Ferguson would spend his time working on the history of industrial psychology rather than completing the original document. Several publications on the history of industrial psychology were completed by Ferguson (1962–1965). Recently, a historical account of SIOP was completed by Benjamin (in press).

In 1973, Dr. Paul Thayer arranged with Dr. John Popplestone to have all Division 14 documents stored at the Archives of the History of American Psychology, University of Akron (Thayer, 1973). Division materials from 1945 through 1975 are deposited in this repository. Examples of documents include business meeting minutes, committee reports, executive committee meeting minutes, membership lists, and correspondence between officers. In 1984, Ann Howard, SIOP Secretary-Treasurer, requested materials from past presidents. She stated that materials are located in the APA Archives at the Manuscript Division, Library of Congress (Howard, November 6, 1984). The APA Division Handbook requests that division materials be deposited at this repository. Some division materials exist for the years 1972 through 1981.

In 1993, Paul Sackett, SIOP President, appointed an Ad Hoc Committee chaired by Frank Landy, to investigate the preservation of SIOP's history. The committee identified two separate but related needs. One need was the collection, maintenance, and preservation of SIOP archives. The second need was the development of the historiography of the discipline of Industrial and Organizational Psychology. In order to fulfill these needs, the committee suggested that a Historian or History Committee be appointed. For the first time in 50 years, the SIOP Executive Committee appointed a Historian during the Executive Committee meeting on April 28–29, 1996. The appointment is for a two-year term and the Historian is an ex-officio member of the Executive Committee. The Historian's primary responsibilities are to recover, record, and preserve materials related to the business of Division 14/SIOP since its inception.

A process for recording and preserving the history was approved during the Executive Committee held September 7, 1996. The Archives of the History of American Psychology (AHAP), University of Akron, was re-approved as the repository for Division 14/SIOP archives. AHAP has been added to SIOP's mailing list so member materials are sent directly to storage. All living past presidents and officers have been contacted for materials. Additional steps are being taken to record and preserve the history. They include the following:

1. All materials stored at the SIOP Administrative Office were deposited at AHAP.
2. The responsibility for saving and submitting materials will be included in the duties/responsibilities of all officers and committees.

3. Checklists indicating those records to be transferred to the new officer and committee chair and those records to be stored are being prepared for each officer and committee chair person. These checklists will be included in the Administrative Manual.

4. A brief orientation of the preservation process will be conducted annually for new officers and committee chairs.
5. All current and future materials will be sent to the SIOP Administrative office where they will be stored temporarily. The Historian will then prepare the materials for storage at AHAP.
6. Additional activities are being conducted to recover past materials.

A historian and these activities are necessary to preserve the history of Division 14/SIOP. Upon examining materials currently stored, it is apparent that many records for the past 20 years are missing. The Executive Committee is recommended for recognizing the value of preserving our organization's history and taking action to insure that our history is not lost or forgotten.

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THE PENNSYLVANIA STATE COLLEGE
SCHOOL OF EDUCATION
STATE COLLEGE, PENNSYLVANIA

DEPARTMENT OF PSYCHOLOGY

April 25, 1946

Dr. Floyd L. Ruch, Secretary

Dr. Paul S. Achilles, Divisional Representative
Dr. John G. Jenkins - Tied for Divisional Representative
Dr. M. W. Richardson - Tied for Divisional Representative

To the Members of the Executive Committee of the Division of Industrial and Business Psychology of the A.P.A.:

This is addressed to you as members of the Executive Committee of this Division of the A.P.A. for the purpose (1) of informing you of activities of this office to date, (2) of requesting approval of these actions, and (3) of obtaining assistance in work to be completed before the annual meeting at Philadelphia in September.

Elections to Executive Committee. In the election which brought us into office, only the officers and divisional representatives were elected and no representatives at large to the Executive Committee were elected according to the specifications of our by-laws. Moreover, the association has been in the process of reorganizing, which has made some changes necessary in our by-laws. I have tried to carry on the work of this office in the spirit of our by-laws as well as I could under the limitations of the conditions we had.

In the first place, there was a tie vote between Doctor Jenkins and Doctor Richardson for Divisional Representative. There was no election committee of our own division, since these elections had been held by the central committee, so I inquired how the tie was to be resolved. My instructions were that there were no provisions for resolving such a tie and that it might be done by flipping a coin. My response was that since there was no election committee and that I had flipped a coin in case there had to be a selection of the tie vote, I was indicating J.G. Jenkins as the one to whom the lot fell. Since that time, the Council of Representatives, in meeting at Columbus, has provided that this procedure be followed by the election committee. Since, however, there have been no representatives at large elected to the Executive Committee, I am assuming that Doctor Richardson will continue as a member of the Executive Committee as a member at large, who could also serve as an alternate for Doctor Jenkins on the Council of Representatives.

Program Committee. The by-laws require that a program committee be appointed by the Executive Committee, with a

secretary-treasurer, ex-officio member, and one of the representatives at large designated by the president as chairman. I have designated Dr. J. G. Jenkins as chairman of the program committee for the meeting next September. In order to expedite the work of this committee, I have also appointed Dr. Rensis Likert, who has accepted, as a member of the committee. Moreover, I have probably exceeded my authority in asking that Dr. Marion Bills also serve as a member of the Management Association and other similar associations with whom we hope to work out cooperative programs. In a previous letter to Doctor Jenkins, I suggested that I would write to Mr. Alvin Dodd of the American Management Association, but when Doctor Bills offered to do this because of her friendly relations with the members of the association, I did not write to Mr. Dodd, but left this to the program committee with the assistance of Doctor Bills. I hope that the Executive Committee will approve these appointments.

Membership Committee. No members of a membership committee have been named, but the by-laws require that the president designate one of the members at large of the Executive Committee as chairman. I am nominating Dr. Paul S. Achilles as chairman of this committee. Dr. Floyd L. Ruch, as secretary, is ex-officio member. For the third member, I nominate Dr. Harold E. Burtt who, I believe, was formerly a member of the membership committee and could bring the benefit of that experience. These suggestions are merely nominations and none of these people have been informed of this suggested appointment, and I shall not have them informed until the other members of the Executive Committee approve or make other suggestions.

Election Committee. Since the central office is taking care of not only the officers for the association, but also for the divisions which requested it, I asked that the general ballot provide for the officers of our division. It seemed to me that this was the best way to expedite the matter with the least expense and trouble to everyone. In case, however, there are any problems in regard to election, we should have an election committee. As chairman for this committee, I am appointing Dr. M. W. Richardson. For the other two members, I should like to have your suggestions or nominations. You have doubtless noted in the general ballot that I have asked for nominations for all offices except that of secretary-treasurer, which is for three years, and I have included members at large for the Executive Committee, so that in another year matters can proceed more strictly according to our by-laws.

laws were mimeographed and a copy filed with the recording secretary of the A.P.A. as required by the by-laws of that organization. Since this division was the first to submit revised by-laws, we were asked to send copies to the officers of each of the other divisions and these copies were used as a basis for writing their various by-laws. At the Columbus meeting last December, a special committee of the A.P.A. was appointed to work out a general guide and suggestions to bring about the conformity of all by-laws with the A.P.A. by-laws and some uniformity among the various by-laws. This required a few further changes in our by-laws and I have used the previous committee on by-laws to work these out. We have these ready now to submit to the various members of our division. Enclosed is a copy of the letter which I am planning to send with these by-laws to each member. I should be glad to have your comments or suggestions for modification of this letter.

Committee on Standards and Code of Ethics. During the past year I have received a report of the special committee on standards and code of ethics. This I am also mailing with the enclosed letter and the proposed new by-laws.

Program for Meeting at Philadelphia. I have asked the program committee named above to proceed immediately in preparing a program for the meeting in Philadelphia. Doubtless there will be program of papers relating to business and industrial psychology segregated from those received in response to the call for papers. In addition to this program or programs, there should be provision for a business meeting and possibly a special round table, which I have suggested might be on the relation of the academic work with that which is done in the field. I am sure Doctor Jenkins and his committee are already working upon that and will, as provided by the national by-laws, coordinate their work with that of the central committee, of which Carl I. Hovland is chairman.

Election of New Members. At present I have only an old list of members of the Industrial and Business Section of the A.A.A.P., dated June 16, 1944. I am assuming that these people will continue as charter members of the new division. I know, however, that many other persons wish to become members of the division, and I have a tentative list from Dr. Dael Wolfe of persons who indicated an interest in this division. I was informed, however, that after the annual dues were paid, and everyone had had an opportunity to indicate the divisions of which they wish to become a member and have indicated their willingness to pay extra dues, I would be supplied by the central office with a more authentic list of those who wish to apply for membership. Also, it is my understanding that a new type of application blank is being prepared, upon which these interested persons may make application. I am hoping that those who have indicated interest in our division will soon receive application blanks, from the central office or from this office, as soon as the blanks are available, and then we

Revision of By-Laws. Last year, the chairman of the division, Dr. C.L. Shartle, appointed a committee to revise the by-laws, so that they would conform with the new constitution and by-laws of the A.P.A. This committee was composed of M.A. Bills, A.W. Kornhauser, and B.V. Moore, chairman. These by-

can have some applications ready to submit to our membership committee for careful evaluation and preparation of recommendations which can be acted upon in our meeting in September. Some of these applicants are eager to become active members of the division and should be considered not later than September.

Suggestions for the Future. Many of these things I have done may appear the work of a dictator, but I have wanted to get the work of the division started in spite of the difficulties of the transition period and the great geographical distance between some of the members of our Executive Committee. I hope to have a meeting of this Executive Committee early in the week of the meetings at Philadelphia. I am also suggesting that the new officers who are now being nominated and elected later will get together in a physical meeting at Philadelphia and accomplish some of their work for the new year. It is so much more satisfactory in a physical meeting. If you have any further suggestions for my guidance, or for the future development of the division, I hope you will give us all the benefit of your thinking.

Very sincerely yours,

B. V. Moore, President,
Division of Industrial and
Business Psychology.

Minutes of Annual Meeting
Industrial and Business Section, A. P. A.
on 2 September 1947 at Detroit, Michigan

Dr. John G. Jenkins, President, called the meeting to order at 7:00 p.m. In the absence of F. L. Ruch, Secretary, G. K. Bennett served as Secretary. Dr. Jenkins stated that since the meeting should be attended by the maximum number of qualified members, the first item of business would be the report of the Membership Committee. Inasmuch as this report would be acted upon by those already members of the Division, i.e. charter members or members of the former Industrial Division of the A. A. A. P., President Jenkins requested that all others withdraw until action on new members had been completed.

Dr. Harold Burtt, reporting as chairman of the Membership Committee, said that some persons applying for Associate status had met the requirements for Fellow, while in other cases, the converse had occurred. The Membership Committee had consequently taken the responsibility of recommending each applicant for the status most appropriate to his qualifications. Furthermore, all applications received up to 6 September had been processed. A list of the Charter Members was read by the Acting Secretary. Dr. Burtt then reported that the Membership Committee unanimously recommended the election of ___ persons as Fellows and

as Associates of the Division. These persons were unanimously elected.

The Committee did not report the names of those persons considered ineligible for either classification. In the case of one applicant, the committee was divided in opinion and his name was presented to the membership, which voted against his admission. Those who had withdrawn were then recalled and Dr. Burtt read the lists of newly elected Fellows and Associates. (These lists attached.) Dr. Jenkins then announced that since he was scheduled to deliver the Presidential address of the Military Division, he would turn the chair over to Dr. Bennett, the new president of the Division. (Since Dr. Bennett, who had been serving as Secretary PRO TEM, was now the presiding officer, Miss Marjorie Gelink of the Psychological Corporation staff was drafted as Secretary for the balance of the meeting.) The following report of Dr. Ruch as Secretary-Treasurer was then read by Dr. Bennett.

Chicago, Illinois
September 6, 1947

"Subject: Report of activities for Past Year.

"In view of the fact that the business meeting of the Industrial and Business Division has been scheduled in conflict with that of the Division on the Teaching of Psychology which I am scheduled to preside over at the same time, your Secretary is submitting this report to be read by the President.
"(1) The principle activity of this Office during the past year has been the issuing, receiving and collating of application blanks.

"(2) These have been turned over to Dr. Harold Burtt, Chairman of the Membership Committee and I believe that they have been processed by his Committee.

"(3) There have been certain expenses in connection with this work (other than secretarial and stenographic) which have been paid out of pocket and for which reimbursement is hereby requested:

\$ 3.41 C.O.D. charges on application blanks sent by Dr. Bennett
.59 Prepaid charges on materials returned to Dr. Wolfe's office
2.40 C.O.D. charges on other shipment of application blanks
11.11 Prepaid charge on telegram requested by Dr. Wolfe, re returns of Nominating Committee.
51.08 Postage stamps.
68.59
2.00 COD Expense charges paid by Dr. Burtt on Application Blanks

\$70.59

F. L. Ruch, Secretary-Treasurer"

Several questions concerning membership standards were answered by Dr. Burtt. The comment was made by one member that future applications would be facilitated if a list of the Fellows of the Division was included with each set of application forms. Dr. Bennett replied that he approved this suggestion and would undertake so to advise the Secretary. A protracted discussion ensued concerning the present status and future course of the Division. Various participants made the following suggestions:

- (a) That other industrial professional groups be invited to affiliate with the Division.
- (b) That a functioning Industrial Division ethics committee be established.
- (c) That Industrial Division programs be located at a more felicitous time than Saturday mornings. ("It is a fallacy that industrial representatives want Saturday meetings; they much prefer to attend on company time.")
- (d) That a committee on policy and planning be established.
- (e) That more adequate information on the past year's activities be available at annual meetings.
- (f) That better integration with A. P. A. activities would be advantageous.
- (g) That the Division Newsletter be resumed.

After discussion of these and related matters, it was moved and seconded that:

The executive committee of the Division be urged to give careful consideration to plans for the Division's future and is hereby authorized to set up such additional committees as shall appear necessary for this purpose. The motion was carried unanimously.

There being no further business, the meeting adjourned at 8:30 p.m.

F. L. Ruch, Secretary

processed by his committee.

(3) There have been certain expenses in connection with this work (other than secretarial and stenographic) which have been paid out of pocket and for which reimbursement is hereby requested:

Dr. C. O. D. charges on application blanks sent by Dr. Bennett	\$3.41
.59 Prepaid charges on materials returned to Dr. Wolfe	
2.40 C.O.D. charges on other shipment of application office blanks	
11.00 Prepaid charge on telegram requested by Dr. Wolfe, re returns of Nominating Committee.	
51.08 Postage stamps	
	\$68.59

(4) In addition to this will be an item of a few dollars to reimburse Dr. Burtt for charges on application blanks sent him C.O.D.

New Business

During the past year I have given serious thought to the rather unique problem of our Division, namely, that many competent Industrial Psychologists lack the Ph.D. Degree. To ban these from Membership would, in my opinion, weaken our organization because much of the actual work in the field is done by this group. Possible Sharlie's survey of this field will give us some indication of the proportion.

Some way must be found to take in these people - the competent ones - and yet safeguard us against admitting the incompetent ones. In my opinion an examination, although helpful, would not be sufficient.

I should, therefore, like to suggest that some plan of sponsorship be worked out whereby competent Industrial psychologists who agree to consult with one or perhaps two sponsors for a specified period of time at stated intervals be permitted to submit paid practical experience under such direction in lieu of academic training. The sponsors would be Members of the Division and should, of course, serve as sponsors without charge.

Chicago, Illinois
September 6, 1947

To: Dr. John Jenkins, President Industrial
And Business Division, A.P.A.

From: Floyd L. Ruch, Secretary-Treasurer.

Subject: Report of Activities for Past Year.

In view of the fact that the business meeting of the Industrial and Business Division has been scheduled in conflict with that of the Division on the Teaching of Psychology which I am schedule to preside over at the same time, your Secretary is submitting this report to be read by the President.

(1) The principle activity of this Office during the past year has been the issuing, receiving and collating of application blanks.

(2) These have been turned over to Dr. Harold Burtt, Chairman of the Membership Committee and I believe that they have been

Memorandum Concerning Minutes of the
Division of Industrial and Business Psychology
for the Year Ending September 1946

The present Secretary (Harold Seashore) has been unable to find in all the material turned over to him in the fall of 1948 any record of minutes of the meeting of this Division in Philadelphia in the fall of 1946.

He has gone through all the correspondence, election

information, etc., and has prepared this memorandum in lieu of an official report.

1. Attached hereto are two communications from B. V. Moore, President of the Division, one dated April 25, 1946, and one dated June 12, 1946. The information in these two letters indicates the activity of the Division that year.
2. Attached to the letter of June 12, I found a copy of the By-laws of the Division, undated, but presumably those which Dr. Moore was submitting to the membership. This copy of the By-laws is attached herewith.
3. In the election report of 1946, I find that Ruch reported to Moore on July 5 that the By-laws had been adopted. A carbon of this letter from Ruch to Moore is attached herewith as part of the official minutes. The By-laws were adopted with 19 votes in favor of their straightforward adoption, with 12 in favor of their adoption without provision for associates members, and 1 not favoring adoption.
4. Attached also is a carbon of a letter from Dael Wolfe dated August 29, 1946, concerning elections. The important feature of this report is that three members-at-large were apparently elected, (F. E. Freeman, Irving Lorge, and J. B. Stroud). Apparently these persons did not accept or qualify for membership in the Division since they do not appear on any of the final lists of charter members or elected members. For that reason the Division has never had members-at-large of the Executive Committee as provided in its By-laws. (It might be added that members-at-large were not elected in 1947 or 1948 either.)

12/10/48

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Report of Committee on Training  
Division of Business and Industrial Psychology  
July 1949

Alexander G. Wesman, (chairman), R. W. Husband, H. P. Mold

Problems

- I. A. What opportunities are open, or are likely to be open, for industrial psychologists.
  - a. As judged by present industrial psychologists.
  - b. As judged by schools which offer courses.
  - c. As judged by industry or its non-psychological associations - N.I.C.B., S.A.M., etc.
  - d. As judged by government agencies, as one of the larger employers of Industrial psychologists.
- B. What degrees (A.B., M.A., Ph.D. or their equivalents) are needed for what kinds of jobs.

VI. Who should answer these questions?

Methods

V. How much variation in education and experience is required by various specialties, e.g., consumer research, personnel selection and training, labor relations.

a. Is A.B. with relevant courses for given job more acceptable than M. A. without directly relevant courses.

b. Is higher degree more desirable for 1. flexibility in handling different kinds of problems.

2. more intensive training for specific area.

II. A. How should students be prepared by schools.

- a. What courses are offered.
- b. What courses are needed.
- c. What course requirements need modification - e.g., eliminate languages in favor of anthropology, economics, sociology.

B. What should be required of instructional staff.

- a. Teaching skill primarily industrial experience primarily.
- b. Industrial experience primarily.
  1. As psychologist.
  2. As non-psychological worker.
- c. Can we demand both (a) and (b) and have enough qualified instructors.

III. What experience is desirable or necessary.

- a. Experience under supervision of psychologist.
  1. In plant.
  2. Consulting organizations.
- b. Experience industry as non-psychologist - machine operator, salesman, etc.

IV. How can students be inducted into the field.

- a. As "internes."
  1. Can they earn their way if well paid.
  2. Can they afford apprentice jobs if not well paid.
- b. What opportunities for training exist.
  1. Cooperative education - work and schooling alternately or simultaneously.
  2. By requiring that graduate theses be done in plant situations.
  3. By industry sending its employees to school for specialized courses.

a. Schools which prepare indus. Psych.  
 b. Psych. employed by industry.  
 c. Industry.  
 d. Industrial associations.  
 e. All of above.  
 f. Each of above on question it is most competent to answer.

VII. What approach shall be used?  
 a. Questionnaire by division.  
   1. Detailed questions.  
   2. General invitation to express ideas.  
   3. Both.

b. Review of previously published surveys, such as  
 Canter's - Personnel Psychology

VIII. How shall the study be financed?  
 a. By divisional appropriation.  
 b. By graduate students encouraged to do such research.  
 c. By industrial association (NAM, SAM, AMA etc.) if one is willing.

IX. How large an appropriation is needed, if divisional appropriation?  
 This depends, of course, on the scope of the study to be made. Assume committee will prepare questionnaire, obtain editing without charge - there will be paper and reproduction costs, correspondence and mailing costs. These may require from a \$10 to a \$100 or larger appropriation, depending on how many schools or industrial organizations we approach.

6. The Membership Committee report was made by Dr. Crissy.  
 Each of four groups was voted on separately after presentation of the cases and considerable discussion of some of them. The main discussion concerned the election of some persons directly from non-membership in the Division to Fellowship status. It was reported that those who were thus recommended were on the whole older people who normally would have been in the Division two or three years ago but for some reason failed to take their membership then. It was also reported that a considerable number of younger psychologists or those who, have been in industrial work for only a short time were recommended for election as Associates in the Division for at least one year even though they applied for fellowship status. The official list of elected members is attached. It should be noted that in the case of Associates of the APA who are not yet Fellows of other divisions of the APA, election by this Division is only a recommendation to the Council of Representatives.

5. The Election Committee report was made by Dr. Shartle, who announced the election of the following officers:  
 President - Carroll L. Shartle  
 President-Elect - Jack W. Dunlap  
 Secretary-Treasurer - Harold G. Seashore (continuing for two more years, 1949 - 1951)  
 Divisional Representatives:  
 Jay L. Otis, 3 years - 1949 - 1952  
 Harold G. Seashore, 2 years - 1949 - 1951 - ex-officio as Secretary-Treasurer of the Division  
 Renfis Likert, 1 year - 1949-1950  
 Members-at-large of the Executive Committee:  
 Harold C. Taylor, 3 years - 1949-1952  
 Bruce V. Moore, 2 years 1949 - 1951  
 Reign R. Bittner, 1 year 1949 - 1950

6. The Program Committee made no official report. The members expressed some appreciation of the increased number and quality of programs of the Division.

7. The Committee on Revision of the By-laws made its report through its chairman, Dr. Bernard Conner. With a few minor changes which were explained, the By-laws, as they were mailed out to the membership two months earlier, were adopted.

8. The Committee on Training, Dr. Alexander Wesman, chairman, had a report which was distributed among those present and became a basis for discussion. It was voted to continue this committee and to enlarge it not to exceed ten persons. The committee was urged to make as much progress as it can and clarify any problems of training of industrial psychologists even though no

formal budget appears to be available. It was assumed that the Executive Committee can appropriate small funds for special activities of this committee. The official report is attached to these minutes.

9. Dr. Shartle, the new president, was called upon to make some remarks on plans for the next year.
10. Voted: To adjourn the meeting.

Respectfully submitted,  
Harold Seashore, Secretary-Treasurer

**Addendum:**

The Executive Committee met on Monday, September 5, for two hours and on Tuesday, September 6, for one hour to plan for the Annual Meeting. Its interests were along two lines. First, all the candidates for membership were reviewed and with the agreement of two members of the Membership Committee who were present, a considerable number of persons recommended for election to fellowship were moved down to become candidates for election as Associates. These were all younger or less experienced persons who were not yet members of the Division and who, it was felt, should serve at least one year in the Division before becoming Fellows. Many of them would not qualify before the Council of Representatives under the new five-year rule. Three persons who are now Fellows of the APA in other divisions, according to their report, sought fellowship status in this Division, but were recommended for election as Associates. The reason is that they did not show evidence of sufficient length of time of work in the industrial field or they are not currently devoting their major time in this field. These persons may refuse this election, but the Executive Committee felt that it should hold to the standard of current participation in the industrial field and a considerable history of work in this field.

Second, the Committee considered the details of the by-laws and made some minor changes. Attached hereto is a copy of the mimeographed by-laws, which is marked "official copy", that was sent out to the members. This copy contains the changes that were recommended by the Committee and recommended to the membership.

Third, \$20 was appropriated for the retiring chairman of the Membership Committee, W. J. E. Crissy, to partially cover clerical costs.

9/14/49

funds became available.

2. The items for Secretarial service and for Mimeographing, etc. are partial payments for actual services and costs; the Division was charged all it had left in the treasury at the end of the year.
3. The APA does not carry balances over to another year so it is desirable to expand the funds which are available. The \$18.00 balance as of now probably will not be enough for September to December expenses, but bills can be sent to the APA office for January payment, when dues are allocated.
4. The Directory cost \$300.00 but we had only \$250.00 available (part 1950, part 1951). This amount plus \$15.60 which was collected from sales of the directory was paid to the printer. The "incident" is now closed, and we give thanks to the Printer for writing off \$34.40.
5. We are not aware of any outstanding divisional bills.

|                          | Oct. 1, 1948<br>to Dec. 31,<br>1949 | Jan. 1, 1950<br>to Dec. 31,<br>1950 | Jan. 1, 1951<br>to Aug. 31,<br>1951 |
|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Income                   | \$223.00                            | \$290.00                            | \$305.00                            |
| Dues                     | 3.96                                |                                     |                                     |
| Balance from 1948        |                                     |                                     |                                     |
| Sale of Directory        |                                     |                                     | 15.60                               |
| Expenses                 | 226.96                              | 290.00                              | 320.60                              |
| Special Printing         |                                     |                                     |                                     |
| Application Forms        |                                     |                                     | 42.43                               |
| Membership Lists         |                                     |                                     | 45.00                               |
| Directory                |                                     |                                     | 118.00                              |
| Committees               |                                     |                                     | 6.75                                |
| By-Laws                  |                                     |                                     | 20.00                               |
| Membership               |                                     |                                     | 22.02                               |
| Program                  |                                     |                                     | 6.00                                |
| Training                 |                                     |                                     | 35.00                               |
| Secretarial Service      |                                     |                                     | 91.00                               |
| Mimeographing, envelopes |                                     |                                     | 75.00                               |
| Postage                  | 30.40                               | 226.96                              | 45.00                               |
| Balance                  | 0                                   | 0                                   | 302.60                              |
|                          |                                     |                                     | 18.00                               |

Harold Seashore, Secretary-Treasurer

**Report of the Secretary-Treasurer**

To Members of Division 14  
The Division of Industrial and Business Psychology

1. Membership. The first important task of your Secretary-Treasurer was to bring together voluminous files of

Division of Industrial and Business - Division 14  
Three Years - October 1, 1948 to August 31, 1949

1. When assuming office after the 1948 meeting, there was a balance of \$3.96. Late 1948 bills were paid in 1949, when

Information regarding the membership of the Division. All records back to the AAP-APA transitional days were studied and lists prepared. The official membership list as of December 1, 1948, was published and copies were sent to all members. A master copy is filed with the official records and in this copy the names of charter members of the Division are indicated. From now on a special permanent record of membership will be kept to show new accessions, changes of status, and resignations.

| Membership Statistics:                    | 219 |
|-------------------------------------------|-----|
| Official registry as of December 1, 1948  | 1   |
| Resigned                                  | 213 |
| Paid up membership                        | 5   |
| Delinquent dues but not yet dropped       |     |
| Official registry as of September 1, 1949 | 218 |
| Fellows                                   | 144 |
| Associates                                | 74  |

2. The Official Book. As we all know, the previous years were hectic ones for the APA - with the complexities of transition compounded by the postwar mobility of psychologists. Your Secretary-Treasurer has felt the need for setting up records which will have historical continuity and accuracy. Accordingly a "Book" of official minutes, reports, and other actions has been established. One such "Book" can become the record of the Division for each secretary's three-year term.

3. Committees (See Newsletter, January 1949). The following

committees have reports to make:

- Revision of By-Laws (Covner)
- Training (Wesman)
- Policy and Planning (Bills)
- Ethics (Scheide)
- Program (Bellows)
- Elections (Shartle)
- Membership (Crissy)

President Ruch appointed A. K. Kurtz to serve on an APA committee to integrate the interests of various divisions on an advisory committee to the special APP Committee on Ethical Standards for Psychology (Robbs).

4. Other Activities of Secretary.

The Secretary has aided all committees requesting his help. The closest work has been with the Membership, Elections, and By-Laws Committees.

A considerable amount of correspondence is carried on with graduate students and non-psychologists who assume that the secretary can answer all questions about the field of industrial and business psychology. Most of these inquiries

can be answered or redirected. It is somewhat difficult, however, to express in a nutshell an answer to questions like this: Please tell me about the development of personnel work in the U.S., or what courses shall I take and in what universities can I study to become an industrial psychologist?

5. Treasurer's Report. The attached interim report is submitted. A final report, as audited by the APA office, will be sent to the officers at the end of the year. With about fifty new members likely to be elected today, the budget for 1950 will be augmented. Careful budgeting of expenses is needed, however. Some clerical costs have been absorbed by the Secretary's organization.

Matter to decide re budget:

- Do we want a new membership list printed, or will a supplement do?
- What funds shall we allow committees?
- Shall we have newsletters?

Respectfully submitted,  
Harold Seashore, Secretary-Treasurer  
Division of Industrial and Business  
Psychology, APA

8/25/49

Division of Industrial and Business Psychology, APA

Report of Treasurer

Interim Report, September 1, 1949

| Receipts | Balance carried over from 1948 |  |
|----------|--------------------------------|--|
| Dues     | \$3.96                         |  |
|          | 216.00                         |  |
|          | 219.96                         |  |

Expenditures

a. Paid

|  | 2 M Application Blanks                          | 42.43 |
|--|-------------------------------------------------|-------|
|  | 1 M Membership Lists                            | 45.00 |
|  | Meeting Committee on Revision of By-Laws, Meals | 6.75  |
|  | William McGhee, Program Committee               | 20.00 |

b. Accounts Payable

|  | 124.18 |
|--|--------|
|--|--------|

- Petty cash paid by Treasurer 2.30
- Mimeographing costs and material-due Psy. Corp 5.00

|    |                                                                                               |               |
|----|-----------------------------------------------------------------------------------------------|---------------|
| 3. | Postage-due Psych. Corp.                                                                      | 16.40         |
| 4. | Secretarial assistance-payable to Psy. Corp                                                   | 60.00         |
|    |                                                                                               | 83.70         |
|    | <b>Total Expenditures as of 9/1/49</b>                                                        | <b>207.88</b> |
|    | <b>Estimated balance as of end of 1949</b>                                                    | <b>207.88</b> |
|    | <b>Balance as of 9/1/49</b>                                                                   | <b>12.08</b>  |
| c. | Estimated additional costs to end of 1949<br>Newsletter and copy of minutes to<br>each member | 6.00          |
|    | Estimated balance as of end of 1949                                                           | 6.08          |

8/25/49

**NEWSLETTER**

December 1950

**Division of Industrial and Business Psychology**  
**American Psychological Association**

1. **The Division 14 Directory.** In accord with the action at the Penn State business meeting, an alphabetic and geographic directory of divisional members has been produced. Since a major purpose of the directory is to inform the business world about the availability of qualified psychologists, the introduction is designed to give background information to those who may not know about our standards and our organization.

Two copies are being sent to you. If you have need for more-for your own public relations purposes - we can provide them. We are asking 15 cents per copy to help cover costs. Send 15 cents in stamps for each additional copy. If you want ten or more, take a 20 per cent discount.

Copies are being sent (a) to all APA officers and divisional secretaries, (b) to a number of business and industrial associations which are in a position to recommend psychologists or whose members may wish to use our services - A.M.A., S.A.M., N.I.C.B., R.I.A., Better Business Bureau, U.S. Chamber of Commerce, etc. If you want to suggest a "mailiee" who would be a good general contact for all of us, send us his name and address.

2. **Membership.** There are at least a hundred APA members who have a major interest in what Division 14 is interested in but who do not belong to it. Will you suggest to someone that he secure blanks from Dr. Leonard W. Ferguson (Metropolitan Life Insurance Company, One Madison Avenue, New York 10, New York), Chairman of the Membership Committee?

Scan through your freshly printed directory now and come up with suggestions. (By the way, the division cannot take cognizance of an applicant unless he is already a member of APA. Some of your suggested applicants must start first by becoming APA members.)

1. Committees are at work. Attached is the list. They may need your help.

Respectfully,  
Harold Seashore  
Secretary

**Program Committee**

William McGehee (1949-51)  
Milton L. Blum (1949-52), chairman  
Clifford E. Jurgensen (1950-53)

**Election Committee**

Marion A. Bills, chairman  
Carroll L. Shartle  
Floyd L. Ruch

**Membership Committee**

Thomas W. Harrell (1948-51)  
Leonard W. Ferguson (1949-52), chairman  
Walter J. McNamara (1950-53)  
**Committee on Professional Relations**  
Harold C. Taylor (1949-51)  
Arthur W. Kornhauser (1949-52), chairman  
Edwin E. Ghiselli (1950-53)  
**Committee on Training**  
William J. E. Crissy, chairman  
Glen U. Cleeton  
Bernard J. Covner  
Jay L. Otis  
H. H. Remmers  
Frederic R. Wickert

**The City College**  
**SCHOOL OF BUSINESS AND CIVIC ADMINISTRATION**  
17 Lexington Avenue  
New York 10, N.Y.

**DEPARTMENT OF PSYCHOLOGY**

Dr. Harold Seashore  
Psychological Corporation  
522 Fifth Avenue  
New York City

August 10, 1951

Dear Harold:

Attached please find my report for the Program Committee. I hope that you will find it in good form. I recently submitted a copy

of it to both Bill McGehee and Clifford Jurgensen. To date, I have heard from Bill McGehee and he concurs. I suppose because of vacation schedules, Cliff did not have the chance to answer. Accordingly, I have seen fit to sign the report for the Program Committee although I would have liked to have had both of their signatures, too. On the other hand, it might have been cumbersome since I acknowledge the work of Bill and Cliff.

Looking forward to seeing you in Chicago.

Cordially,

*Opie*

Milton L. Blum

The City College  
SCHOOL OF BUSINESS AND CIVIC ADMINISTRATION  
17 Lexington Ave.  
NEW YORK 10 N.Y.

DEPARTMENT OF PSYCHOLOGY

Dr. Harold Seashore  
Secretary, Division 14  
American Psychological Association

As Chairman of the Program Committee, I wish to acknowledge the valuable contributions of William McGehee and Clifford Jurgensen. As senior member, William McGehee was most helpful in contributing to a continuity that is desirable from year to year. Clifford Jurgensen was responsible for the arrangement of the symposia. He deserves recognition because of his live selection of topics as well as his influence in obtaining qualified participants. Attached please find Exhibit 1 listing the titles of the nine symposia as well as the eight one hour paper sessions scheduled. In addition, arrangements were made by the Program Committee for the Annual Business Meeting as well as the Annual dinner and Presidential Address.

The Program Committee would like the Executive Committee to consider the problems presented under our present system of accepting papers. Mindful of the desirability of paper presentations, the present system seems to lend itself to difficulties that might be avoided. One way to improve the system might be for the Program Committee to make an announcement very early in the year concerning the areas or topics of the paper sessions and inviting papers in those areas. This would then encourage more logical and homogeneous sessions.

Another suggestion would be for the Division to require in addition to the abstract, the submitting of the complete paper. It does appear as if some researchers submit an abstract prior to the completion of research. Under such conditions, they anticipate the research results and sometimes the papers

ultimately read do not closely resemble the abstract. Were the requirement of completed research in the form of a paper to be demanded then it would be possible to make a more valid value judgement as to the desirability of including the paper in the program. Under the present conditions, those responsible for accepting or rejecting an abstract have considerable pangs of conscience. Since many abstracts are neither outstandingly good or bad (in which case there is very little problem) it is exceedingly difficult to decide as to whether the average abstract is or is not worthy of inclusion in the program.

To summarize, the Program Committee has arranged for nine symposia and eight paper session. It has also arranged for a Business Meeting and a Presidential Address. It recommends two modifications of the present plan of accepting papers. The first is to make a call for papers on specific topics and second, in addition to submitting an abstract, that the paper reporting the completed research be submitted for judgment, as an aid in deciding whether to accept the paper for the session.

Respectfully submitted,

Milton L. Blum  
Program Chairman, Division 14

SCHEDULE OF SYMPOSIA - DIVISION 14

| TITLE                                                                                     | CHAIRMAN            | PROGRAM                         | RELATIONSHIP |
|-------------------------------------------------------------------------------------------|---------------------|---------------------------------|--------------|
| What Can Industrial Psychology Do<br>for Small Business                                   | Erwin K. Taylor     | Business Meeting                |              |
| Dinner and Presidential Address                                                           | Jack W. Dunlap      | Dinner and Presidential Address |              |
| Research in the Believability<br>of Advertisements                                        | C. N. Allen         |                                 |              |
| Ethical Problems in the Professional<br>Practice of Business and Industrial<br>Psychology | Leonard W. Ferguson |                                 |              |
| Readability Formulas in Business and<br>Industry: Uses, Misuses and Limitations           | James J. Jenkins    |                                 |              |
| Employment of the Older Worker                                                            | Charles C. Gibbons  |                                 |              |
| Training Supervisors in Human<br>Relations and Leadership                                 | Jay L. Otis         |                                 |              |

Michigan Survey Research Center

Studies in Business and Labor:  
Organizational Structure and  
Organizational Effectiveness

Rensis Likert

Michigan Survey Research Center Studies:  
Communication in Formal Organizations

Rensis Likert

Michigan Survey Research Center  
Studies: Surveys in Economic  
Psychology

Rensis Likert

SCHEDULE OF PAPER SESSIONS - DIVISION 14

Chairman

Willard A. Kerr

Problems Related to Accidents

Howard P. Longstaff

Selecting and Evaluating Employees I

William J. E. Crissey

Selecting and Evaluating Employees: II

C.H. Lawshe

Author Kornhauser

Job Satisfaction and Related Factors

Edwin R. Henry

Contributions to Business and Industrial  
Psychology: I

Harold C. Taylor

Contributions to Business and Industrial  
Psychology: II

Stephen Habbe

The Organization of Business and Industrial Psychology  
in the United States

A report of the "Committee on the Early History of the Business  
and Industrial Division of the American Psychological  
Association;" Harold E. Burtt, Leonard Ferguson, Douglas H.  
Fryer, Chairman.

CONTENT

- I. Introduction
- II. Background of Movement
- III. Early Professional Stirrings (Before 1930)
- IV. The Period of the Association of Consulting Psychologists  
(1930-1937)
- V. The Period of the American Association for  
Applied Psychology (1937-1945)
- VI. Getting Organized as a Division of the  
American Psychological Association (1945)

I. INTRODUCTION

The beginnings of industrial services by psychologists may be thought of as dating back to the early years of this century. Psychologists may be said to have been working upon business and industrial problems for a good fifty years. They have liked to get together to discuss their problems and often in the early days did so in the easy chairs of the Lobby where a business or scientific meeting was being held. An association of one's own. This is now an accomplished fact. An association of many social groups, to an coming for business and industrial psychologists. The founding of such an organization has been bound up with the goals and purposes of several other organizations. Particularly, the organizational attitude of the American Psychological Association has influenced the growth of professional organization of psychologists working in business and industry.

II. BACKGROUND OF MOVEMENT

The purpose of the American Psychological Association from its founding in 1892 until 1945 was to advance psychology as a science. Hence, all major efforts with a goal of professional organization have come from outside of this major psychological association in the United States.

The hiatus in thinking that existed between the "pure" and "applied" psychologists in the early days of professional stirrings and particularly in the thirties is shocking to us today. The following quotations and warnings of what was happening in psychology illustrate this and the problems of professional organization in which industrial psychologists were vitally concerned. From the address of the President, Richard H. Payne, of the Association of Consulting Psychologists, May 6, 1933, the following statement of purpose is quoted.

"While the main emphasis of the American Psychological Association is research and the advancement of the psychology as a science, the Association of Consulting Psychologists endeavors to develop the practical applications (of psychology)." From the address of the President, Albert T. Poffenberger of the American Psychological Association, September 6, 1935, came the following warning which was received with resentment and went unheeded:

"Are we taking an appropriate attitude toward the practical applications of our science, or are we as an Association holding too much aloof from everyday problems from fear of contamination by them?... "Does the American Psychological Association... hide its light under a bushel? Does it draw too sharp a distinction between professorial and professional? Does it without protest permit psychology to be sold to the public by the amateur, the mountebank, or

still worse, the charlatan and the purveyor of pornography through the medium of the newspaper, the cheap magazines and the radio, while its own pronouncements are carefully guarded within the covers of scientific journals? . . .

" . . . The label 'Psychologist,' must eventually come to stand for something in the way of uniformity and stability of product, both for the good of the public and for the psychologist himself . . . psychology is almost inevitably an applied science . . . at least insofar as its contact with practical human problems is concerned.

" . . . Our association cannot long hold itself aloof from such practical considerations and still maintain its prestige while other more aggressive groups solve our members' problems.

" . . . The American Psychological Association has had a glorious past and can be justly proud of its achievement in the upbuilding of academic psychology. Still greater honor will crown its efforts to link psychology and life."

From the address of the President, Douglas H. Fryer, of the American Association for Applied Psychology, September 7, 1938, the following is quoted showing the state of mind of that date:

"Relations between 'pure' and 'applied' psychology are not severed by the independent existence of the American Association for Applied Psychology. There is no reason why the American Psychological Association and the American Association for Applied Psychology could not be organized under one roof, each representing divergent interests which are necessary and good. Both the applied and professional features of psychology are here to stay, if this has ever been doubted. Whatever organization there may be of the psychological effort in the future, there can be no denial of the rights of the applied psychologist."

Much could be said in justification of the hands-off policy of the American Psychological Association concerning matters of professional application. It had had its fingers burned on several occasions in trying to control applied activities. A procedure for certification of clinical psychologists within APA had resulted in failure. A committee appointed to control publications in applied psychology — to combat charlatanism — was unsuccessful. This was in 1917 when the year-old "American Association of Clinical Psychology," was disbanding to become the Clinical Section of the APA. As Feinberger has said in his history of the "American Psychological Association" (*Psychological Bulletin* 1932, 22, 32), "The American Psychological Association has signally failed at every attempt to control psychology or psychologists . . ." An interpretation from this history might be that "control" in applied psychology was attempted too early and the wrong approach was taken. As a result, the American

Psychological Association backed away from applied problems and retired as an organization to the ivory tower. So things remained until 1945 when sufficient professional strength had been demonstrated for it to be possible to think in terms of integrating "pure" and "applied" psychology in one organization. This undoubtedly was hastened through the demands on all psychologists to contribute in a practical and useful manner to the war effort of the Second World War. Thus, in 1945 the American Psychological Association and the American Association for Applied Psychology were united as we have them today with the purpose as stated in the By-laws, "to advance psychology as a science, as a profession, and as a means of promoting human welfare."

### III. EARLY PROFESSIONAL STIRRINGS BEFORE 1930

A proposal was placed before the American Psychological Association in 1919 that there be formed a section of industrial and applied psychology. This was supported by those psychologists who had participated in the First World War. Action was deferred on this matter at the suggestion of J. McKeen Cattell until interest could be surveyed for such a professional unit in the APA. This proposal appears as the first evidence of dawning ideas of reorganization in industrial psychology.

Looking backward from today, this proposal may seem an expression of appeasement to industrially minded psychologists on admission of the Clinical Section into the American Psychological Association. The "American Association of Clinical Psychology" had been established in 1911. On the argument that it was desirable to include all psychologists in one organization, that is, the American Psychological Association, this new professional organization voted itself out of existence in 1919 and was admitted to the APA as the Clinical Section of that organization. In the APA, as history has shown, this applied group was barely able to retain its identity as a professional organization until it joined by vote with other independent professional associations in 1937 in the formation of the American Association for Applied Psychology. It is tempting to back-guess what might have been. This early association, which was largely composed of psychologists who had applied themselves to the war effort, probably could have become an all-inclusive organization in psychological applications if the hand of an older organization had not been laid upon it. It could have been a tremendous force for professional development in psychology. But it didn't, and 18 years elapsed before an organization representing psychology to the public came into being.

### IV. THE PERIOD OF THE ASSOCIATION OF CONSULTING PSYCHOLOGISTS, INC. 1930 - 1937

The Association of Consulting Psychologists was the first professional organization in psychology approaching national

scope in its membership and in representing all areas of applied psychology. It was organized in 1930 and existed until 1937. It was not affiliated with the American Psychological Association. It initiated the movement which brought about the founding of the American Association for Applied Psychology in 1937.

The Association of Consulting Psychologists was organized by a skeleton group of applied psychologists in the area of New York City who met informally on occasions as the New York State Association of Consulting Psychologists. The story of this latter organization is told by Dorothea McCarthy in a "History of the New York State Psychological Association," (1956 unpublished).

The Association of Consulting Psychologists grew rapidly in the eight years of its existence. Its membership totaled close to 500 applied psychologists distributed throughout 22 states in 1937. It published an annual yearbook and a newsletter which during the later years of its history was called "The Consulting Psychologist." On these beginnings it founded the Journal of Consulting Psychology in 1937. This journal was inherited by the American Association for Applied Psychology as its official organ. Its Board of Editors, as it became the property of the American Association for Applied Psychology, consisted of representatives from four area of professional psychology, clinical, consulting or private practice, educational, and business and industrial.

Representatives from business and industrial psychology were: W. V. Bingham, H. E. Burtt, D. G. Paterson, and M. S. Vitelles, with Dr. Bingham as Chairman of the Board of Editors. This was the first step taken in departmentalizing applied and professional psychology.

The Association of Consulting Psychology began early in its history to expand interest in industrial psychology. The first yearbook of this Association in 1931 referred to industrial psychology in the following manner:

"The Association is undertaking to become an effective force in the professional practice of psychology in the fields of medicine, education, industry, law, social work and guidance."

Committees appointed illustrate this. For example, Rensis Likert chaired a Committee on Professional Relations with Engineering Associations from 1932 - 1934. He was followed in this capacity by M. Vitelles. In 1936, a Committee on Psychology in Industry, with R. S. Uhrbrock as chairman, was appointed. The first issue of the Journal of Consulting Psychology (Jan. - Feb. 1937) included articles as follows:

The Future of Clinical Psychology (Woodworth)  
The Future of Educational Psychology (Gates)  
The Future of Industrial Psychology (Bingham)  
The Future of Consulting Psychology (Link)

which were prophetic of the expansion into four professional areas upon which the American Association for Applied Psychology was founded. The relative strength in leadership of these areas in the Association of Consulting Psychologists is

perhaps best represented by the work area of its eight presidents: Clinical, 4; Educational and School, 3; and Industrial, 1.

So it has been said that the Association of Consulting Psychologists was the parent organization of Applied Psychology, representing as far as possible during its short history all areas of professional effort and attracting to its banners any who were interested in application of the science of psychology.

#### V. THE PERIOD OF THE AMERICAN ASSOCIATION FOR APPLIED PSYCHOLOGY 1937 - 1945

The period of 1937-1945 as, we recognize today, a period of very rapid expansion of professional ideas and interests in psychology. The Second World War (1941 to 1945) was partially responsible for this. But, also, it was the result of psychology approaching professional maturity and the resulting social growth.

Many in the American Psychological Association were concerned over that organization's policy to wean all professional interests and the setting of purely scientific objectives. The growth of the Association of Consulting Psychologists showed that a social need existed for professional work in psychology and by 1936 the amalgamation of all applied and professional organizations, local, regional and national, was in process under the guidance of a National Committee for Affiliation of Applied and Professional Psychology. This, of course, resulted in the organization of the American Association for Applied Psychology in 1937. Thus psychological organization in the United States was well on the road toward a clear-cut split between "pure" or a relatively academic psychology, on the one hand, according to the then scientific purpose of the American Psychological Association, and, on the other hand, the applied and professional interests which sponsored such distinct professional groups as industrial and business psychologists.

It is interesting to note that industrial psychologists, though fewer in number than other professional groups, such as clinical and educational psychologists, were regarded as the leaders in organization of applied psychology. This is attested to by the following. The Chairman of the National Committee for Application of Applied and Professional Psychology in 1936 was an industrial psychologist; the four nominations for first President of the American Association for Applied Psychology in 1937 were all industrial psychologists.

Four of the eight Presidents during the existence of the American Association for Applied Psychology were industrial psychologists. Thus industrial psychology, while growing into organizational status itself, was contributing in a major way to the organization of all applied psychology.

Organization of industrial psychologists in the United States became an actuality finally in the establishing of the Industrial and Business Section of the American Association for

Applied Psychology on August 30, 1937. It appears as a long road to this accomplishment from the inception of ideas of such an organization.

The proposals for this organization were published by the Chairman of the Industrial and Business Board, Harold E. Burtt, of the National Committee for Application of Applied and Professional Psychology in the June issue of the Journal of Applied Psychology (1937, XXI, 320 to 341). Certain of the proposals are abstracted below because of their historical significance.

"Participants (in the Section) will include applied psychologists with the MA or PhD degree in Psychology attached to the following: (1) industrial organizations - personnel departments or departments of industrial relations; (2) federal, state or other public services dealing with employment problems; (3) special bureaus doing cooperative research on industrial and business problems; (4) organizations engaged in studies of consumer preferences and market research; (5) organizations engaged in promotional work in industrial, business and personnel fields; (6) psychologists doing part-time consulting work in industrial or business problems; (7) Psychologists in educational institutions supervising advanced students who are doing research in industrial situations."

"Industrial and business psychologists will profit from a section organized in the following ways: (1) formulation of professional standards...; (2) develop specifications and programs for the training of industrial and business psychologists...; (3) study the market for industrial psychologists; (4) create further opportunity for people in our field...; (5) exchange of opinion on current research in our limited field...; (6) cooperate on studies of special techniques of problems (in industry and business)..."

Reports were made at this first organization meeting by the following committee appointed by the Board.

Committee on Purpose and Scope of the Industrial and Business Section  
M. S. Vitales, Chairman  
Committee on Membership Standards  
A. W. Kornhauser, Chairman

Harold E. Burtt was elected as the first president of the Industrial and Business Section (designated as Vice President of the American Association for Applied Psychology) and Marion E. Bills as the first secretary-treasurer.

The organization meeting of the Industrial and Business section produced exceptional verbal pyrotechnics before agreement was reached as to the purpose and scope of the

sections activities. Quoting from Dr. Burtt's published report in the Journal of Consulting Psychology (1938, 2, 79-80), which may be regarded as the first charter or general organizational agreement among industrial and business psychologists:

"The Industrial and Business Section of the American Association for Applied Psychology includes persons who are concerned with promoting the efficiency and adjustment of workers arising in the production of commodities and with problems involved in the wider distribution of commodities in accordance with human needs and wants. The purposes of the section are as follows: (a) to facilitate the exchange of information and experience among its members; (b) to promote high standards of practice in the application of psychology to business, industry and public service.

"To achieve the latter objective, it is necessary: (a) to promote research and publication in the field of business and industrial psychology; (b) to formulate minimum training requirements for psychologists who are preparing to work in business and industry and to promote a system of internship as a means of preparing industrial and business psychologists; (c) to formulate minimum standards of practice and to make these known as an aid in encouraging a critical public attitude toward the application of psychology in business, industry, and public service, and toward the selection of personnel for such work."

Membership in the section was limited to persons holding a PhD in Psychology from an accredited university and who were actively engaged in the practice of psychology in industrial and business relationships for two years, thus establishing a higher standard for participation in the section's activities than in the American Association for Applied Psychology which provided for the substitution of additional professional experience for the PhD.

Thus an organization of business and industrial psychologists was launched with considerable enthusiasm. This organization was accepted at the business meeting of the American Association for Applied Psychology on August 31, 1937 as one of the four charter sections of that organization, along with sections representing Clinical Psychology, Consulting Psychology, and Educational Psychology. After a long discursive history, psychologists working in business and industry had gotten together upon the principles of an organization.

They laid out in these early days specific problems for cooperative research as follows: (1) study of the requirements of occupations; (2) development of tests and other scientific techniques for the placement of workers (3) formulation of methods of applying human energy to work; (4) systematization of training programs to insure the most efficient use of

| Year                                                                                                                                                                                                                                                                                                             | Place of Meeting               | Chairman and<br>Secretary | AAP Representative | Treasurer            | V.P. of AAP       | AAP Representative | Board of Governors       | Section Council      | Member-at-large      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------|--------------------|----------------------|-------------------|--------------------|--------------------------|----------------------|----------------------|
| The Industrial and Business Section of the AAP, the first professional organization of industry, was organized in 1936-37 by the Industrial and Business Board of the National Committee for Psychologists, was affiliated and Protestsionally Psychology, Harold E. Burr, Chairman; Martin A. Biles, Secretary. |                                |                           |                    |                      |                   |                    |                          |                      |                      |
| 1937-38                                                                                                                                                                                                                                                                                                          | U. of Minnesota                | Harold E. Burr            | Martin A. Biles    | Walter V. Birmingham | Martin A. Biles   | Walter V.          | D. C. Morris S. Vitelles | Scate College, Pa.   | A. W. Kornhauser     |
| 1938-39                                                                                                                                                                                                                                                                                                          | Ohio State U.                  | Harold E. Burr            | Martin A. Biles    | Martin A. Biles      | Martin A. Biles   | Martin A. Biles    | Morris S. Vitelles       | Northwestern, Ill.   | A. W. Kornhauser     |
| 1939-40                                                                                                                                                                                                                                                                                                          | Washington, D. C.              | Morris S. Vitelles        | Martin A. Biles    | Harold E. Burr       | Harold E. Burr    | Harold E. Burr     | Morris S. Vitelles       | Edward K. Strong     | Harold A. Edgerton   |
| 1940-41                                                                                                                                                                                                                                                                                                          | State College, Pa.             | Morris S. Vitelles        | Martin A. Biles    | Martin A. Biles      | Martin A. Biles   | Martin A. Biles    | Morris S. Vitelles       | Marion W. Richardson | Marion W. Richardson |
| 1941-42                                                                                                                                                                                                                                                                                                          | Northwestern, Ill.             | A. W. Kornhauser          | Kingsley R. Smith  | Morris S. Vitelles   | Kingsley R. Smith | Kingsley R. Smith  | Morris S. Vitelles       | Edward K. Strong     | Edward K. Strong     |
| 1942-43                                                                                                                                                                                                                                                                                                          | No Meeting<br>(Govt. Requests) | Paul S. Achilles          | George K. Bennett  | George K. Bennett    | George K. Bennett | George K. Bennett  | Paul S. Achilles         | Frank Stanton        | Frank Stanton        |
| 1943-44                                                                                                                                                                                                                                                                                                          | No Meeting<br>(Govt. Requests) | Paul S. Achilles          | George K. Bennett  | George K. Bennett    | George K. Bennett | George K. Bennett  | Paul S. Achilles         | (Govt. Requests)     | (Govt. Requests)     |
| 1944-45                                                                                                                                                                                                                                                                                                          | Cleveland                      | Carol L. Shartle          | Renee L. Likert    | Renee L. Likert      | Renee L. Likert   | Renee L. Likert    | Carol L. Shartle         | Paul S. Achilles     | Paul S. Achilles     |

individual ability; (5) determine the optimal conditions of work; (6) analysis of industrial organizations to establish types best adapted to human objectives; (7) examination of forces of motivation to establish those best adapted to production and harmonious human relationships; (8) analysis of human factors influencing demand and sale of commodities. This was 1937, it will be recalled, and many of these objectives are forward looking ones even today.

Full realization of the goals and purposes of this new organization of business and industrial psychologists was delayed for several years. Soon all experienced psychological personnel were engaged in some capacity in the war effort. The Business and Industrial Section of the AAP became in large measure a caretaker organization during the years of the Second World War. It was not until after the war, when American Psychological Association and the American Association for Applied Psychology combined into one organization with both scientific and professional aims, that the Business and Industrial Section, then reorganized as a division of the new psychological association, began to function according to the

The accompanying chart shows the officers by years and places of meetings of the Business and Industrial Section of the American Association for Applied Psychology from 1937-1945, insofar as information is available.

List of FELLOWS in the Industrial and Business Division  
of the American Psychological Association  
September 1947

Division 14 Officers: 1945-1997

| President           | Secretary-Treasurer |
|---------------------|---------------------|
| Achilles, P. A.     | Ruch, F.L.          |
| Adame, C. R.        | Ruch, F.V.          |
| Baier, D. E.        | Jenkins, J.G.       |
| Barnes, E. J.       | Bennett, G.K.       |
| Bellows, R.         | Ruch, F.L.          |
| Bennett, G. K.      | Seashore, H.        |
| Biel, W. C.         | Shartis, C.L.       |
| McFarland, R. A.    | Dunlap, J.W.        |
| McGhee, Wm.         | Bills, M.A.         |
| McGregor, D. M.     | Oria, J.L.          |
| McQuitty, Louise L. | Ferguson, L.W.      |
| Meltzer, H.         | Ferguson, L.W.      |
| Moore, B. V.        | Ferguson, L.W.      |
| Moore, Jos. E.      | Ferguson, L.W.      |
| Ohman, O. A.        | Taylor, E.K.        |
| Brown, C. W.        | Taylor, E.K.        |
| Burtt, W. E.        | Taylor, E.K.        |
| Cabot, P. S.        | Taylor, E.K.        |
| Chamberlin, E. M.   | Taylor, E.K.        |
| Clark, W. R.        | Crissey, O.L.       |
| Cleeton, G. U.      | Tiffin, J.          |
| Crissey, O. L.      | Taylor, B.K.        |
| Crissey, W. J. E.   | Taylor, B.K.        |
| Cruikshank, R. M.   | Yatzell, R.A.       |
| Cureton, E. E.      | Crissey, O.L.       |
| De Silva, N. R.     | Baxter, B.          |
| Dorcus, R. M.       | Baxter, B.          |
| Dunlap, J. W.       | Baxter, B.          |
| Durose, W. N.       | Baxter, B.          |
| Dvorak, B. J.       | Ash, P.             |
| Edgerton, N. A.     | Taylor, S.R.        |
| Erdalyi, M.         | Pond, M.            |
| Flory, C. D.        | Pond, M.            |
| Forbes, T. W.       | Renner, H.H.        |
| Fryer, D. H.        | Paynter, R. H.      |
| Gaskill, H. V.      | Peatman, John G.    |
| Ghisselli, E. E.    | Poffenberger, A.T.  |
| Glaser, E. M.       | Pond, M.            |
| Green, E. B.        | Richardson, M. W.   |
| Hansen, C. F.       | Roslow, Sydney      |
| Harrell, T. W.      | Rundquist, E. A.    |
| Hattwick, M. S.     | Scheidt, V. P.      |
| Haven, S. E.        | Schubert, H. J. P.  |
| Hayes, S. P.        | Scott, W. D.        |
| Horst, P. A.        | Seashore, H. G.     |
| Hovde, H. T.        | Seidenfeld, M. A.   |
| Hovland, C. I.      | Selling, L. S.      |
| Humes, J. F.        | Sharp, A. A.        |
| Jenkins, J. G.      | Shartle, C. L.      |
| Johnson, H. M.      | Shellows, S. N.     |
| Karr, W. A.         | Smith, K. R.        |
| Kingsbury, F. A.    | Smith, K. U.        |
| Kornhauser, A. T.   | Solomon, R. S.      |
| Lazarsfeld, P. F.   | Stanton, F.         |
| Likert, R.          | Starch, D.          |
| Link, H. C.         | Stromberg, E. L.    |
| Longstaff, H. P.    | Strong, E. I., Jr.  |
| Luria, W. A.        | Taylor, E. K.       |
| McFarland, R. A.    | Taylor, H. C.       |
| McGehee, Wm.        | Thompson, L.A., Jr. |
| McGregor, D. M.     | Thomson, W. A.      |
| McQuitty, Louise L. | Tiffin, J.          |
| Meltzer, H.         | Toops, H. A.        |
| Moore, B. V.        | Taylor, H. C.       |
| Moore, Jos. E.      | Trabue, M. R.       |
| Ohman, O. A.        | Warren, N. D.       |
| O'Rourke, L. J.     | de Weerd, W. H.     |
| Orlansky, Jesse     | Wherry, R. J.       |
| Paynter, R. H.      | Wickert, F.         |
| Peatman, John G.    | Wilkening, H. E.    |
| Poffenberger, A.T.  | Witmer, L. H.       |
| Pond, M.            | Wuleck, W. H.       |
| Renner, H. H.       | Viteles, M. S.      |
| Richardson, M. W.   |                     |
| Roslow, Sydney      |                     |
| Ruch, F. L.         |                     |
| Rundquist, E. A.    |                     |
| Scheidt, V. P.      |                     |
| Schubert, H. J. P.  |                     |
| Scott, W. D.        |                     |
| Seashore, H. G.     |                     |
| Seidenfeld, M. A.   |                     |
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| Thompson, L.A., Jr. |                     |
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| Viteles, M. S.      |                     |

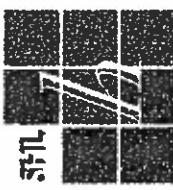
| President         | Secretary         |
|-------------------|-------------------|
| Years             |                   |
| 1945-46           | Moore, B.V.       |
| 1946-47           | Jenkins, J.G.     |
| 1947-48           | Bennett, G.K.     |
| 1948-49           | Ruch, F.L.        |
| 1949-50           | Seashore, H.      |
| 1950-51           | Shartis, C.L.     |
| 1951-52           | Dunlap, J.W.      |
| 1952-53           | Bills, M.A.       |
| 1953-54           | Oria, J.L.        |
| 1954-55           | Edgerion, H.A.    |
| 1955-56           | Ghiselli, E.B.    |
| 1956-57           | Ferguson, L.W.    |
| 1957-58           | Henry, E.R.       |
| 1958-59           | Lawshe, C.H., Jr. |
| 1959-60           | Tiffin, J.        |
| 1960-61           | Taylor, B.K.      |
| 1961-62           | Yatzell, R.A.     |
| 1962-63           | Crissey, O.L.     |
| 1963-64           | Wallace, S.R.     |
| 1964-65           | Baxter, B.        |
| 1965-66           | Stragner, R.      |
| 1966-67           | Dunnette, M.D.    |
| 1967-68           | Ash, P.           |
| 1968-69           | Seashore, S.E.    |
| 1969-70           | Owens, W.A.       |
| 1970-71           | Meyer, H.H.       |
| 1971-72           | Bray, D.W.        |
| 1972-73           | Guion, R.M.       |
| 1973-74           | Pleishman, E.A.   |
| 1974-75           | Grant, D.L.       |
| 1975-76           | Porter, L.W.      |
| 1976-77           | Thayer, P.W.      |
| 1977-78           | Campbell, J. P.   |
| 1978-79           | Sparks, C.P.      |
| 1979-80           | Tenopyr, M.L.     |
| 1980-81           | Vroom, V.         |
| 1981-82           | Mackinney, A.C.   |
| 1982-83           | Campbell, R.J.    |
| 1983-84           | Hakel, M.D.       |
| 1984-85           | Schneider, B.     |
| 1985-86           | Goldstein, I.     |
| 1986-87           | Zedek, S.         |
| President         | Secretary         |
| Years             |                   |
| 1987-88           | Ilgen, D.R.       |
| 1988-89           | Howard, A.        |
| 1989-90           | Schmitt, N.W.     |
| 1990-91           | Landy, F.J.       |
| 1991-92           | Klimoski, R.J.    |
| 1992-93           | Pulakos, E.       |
| 1993-94           | Cascio, W.F.      |
| 1994-95           | Sackett, P.R.     |
| 1995-96           | Borman, W.        |
| 1996-97           | Campion, M.       |
| 1997-98           | Farr, J.          |
| Financial Officer | Financial Officer |
| Years             |                   |
| 1987-88           | Gowing, M.K.      |
| 1988-89           | Hinrichs, J.R.    |
| 1989-90           | Gowing, M.K.      |
| 1990-91           | Hinrichs, J.R.    |
| 1991-92           | Gowing, M.K.      |
| 1992-93           | Alexander, R.     |
| 1993-94           | Gowing, M.K.      |
| 1994-95           | Hinrichs, J.R.    |
| 1995-96           | Gowing, M.K.      |
| 1996-97           | Johnson, R.       |
| 1997-98           | Macy, B.          |



Opposite page, top, Bruce Moore (left) and Walter V. Bingham. Middle, Rensis Likert (left) and Paul S. Achilles. Bottom, George K. Bennett (left) and Arthur Komhauser. This page, top, Morris Vitelles is now 98 years old. Middle, the Division 14 Executive Committee in 1959-60. Bottom, Edwin B. Ghiselli. Photos are from the Archives of the History of American Psychology, University of Akron, except for Bruce Moore, whose photo is printed through the courtesy of Pennsylvania State University Archives.



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Milton D. Hakel  
Bowling Green State University

It was a dark and stormy night, and the people who ran APA were out to get us. Actually, it was a dark and stormy decade, and maybe it wasn't so much that they were out to get us as that they were seriously myopic. There is a long history of strife between people who want to mind their own business and others who want to mind it for them, and in these relatively calm days it seems hard to imagine the members and leaders of Division 14 could be so riled up as to embrace incorporation. So return with me now to those days of yesteryear, and look at the events that made us judge incorporation to be prudent, not paranoid.

Only a year after the modern corporate form of APA was created 50 years ago, the first committee was appointed to advise on reorganization. So, tension between science and practice has animated many issues in APA, and it propelled a series of events that culminated with the creation of the American Psychological Society in 1988. Division 14's incorporation as SIOP was an important precursor.

If 1988 is the end of it, then the "dark and stormy decade" began with a TIP article by Jack Bartlett, writing under the title "I'm Mad as Hell and I'm Not Going to Take It Anymore!" (TIP, February, 1979, pp. 26-28). Bartlett and the rest of us endured several years of frustration and exasperation with regard to the Standards for Providers of Psychological Services, and then when a proposal surfaced for a National Commission on Education and Credentialing in Psychology, Jack borrowed Peter Finch's punchline from the hit movie *Network* and fired his broadside. What Jack did not describe was the fight with APA about the Standards and the necessity of writing the Specialty Guidelines for the Delivery of Psychological Services by Industrial and Organizational Psychologists. No one on the Division 14 Executive Committee wanted specialty guidelines in the first place, yet the APA Council required them. They would control the practice of I/O psychology, and this prospect was wildly unpopular. It took Jack's committee 14 drafts before a document was created that satisfied the Executive Committee, and when it was presented to the APA Council, we first moved to have the necessity for creating guidelines waived. When that motion was defeated and the specialty guidelines

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were introduced on behalf of the Board of Professional Affairs, our Council reps voted against their adoption even though we had created them. It was a bitter choice between “write specialty guidelines consistent with the Standards” or “we will write specialty guidelines for you that are consistent with the Standards.” We thought that there ought to be some better choices.

Many other draft proposals were percolating through the APA governance structure at the time, and they did not look friendly to the interests of Division 14's members. One proposal required graduation from an APA accredited program as a prerequisite for licensure as a psychologist. Because APA did (and does) not accredit I/O programs, licensure would not be available as an option to I/O psychologists who wanted it. Another proposal specified the content of training curricula, and this was widely opposed by academic and research psychologists because it dictated uniformity and infringed academic freedom.

Most troubling was the prospect of APA reorganization. APA governance evolved fitfully as APA's membership grew, most notably with the dramatic increase in health care practitioners. Once state associations gained voting seats on the APA Council, and the number of health-care oriented divisions mushroomed, it was clear that Division 14 would be easy to ignore. We have never been a large proportion of APA's membership (in the late 70's we were 4%), but we enjoyed (and still enjoy) high member involvement, as shown in the high rate at which Division 14 members allocated all 10 of their Council apportionment votes to us—50% higher than the next highest division. We also enjoyed influence larger than our mere numbers warranted, and many of the reorganization plans were bound to bring a loss of influence. Domination by health care psychologists threatened our very right to teach and practice I/O psychology. In these calm times, it is difficult to imagine that such fears could be warranted. Though it was written four years after Division 14 incorporated, there is a letter reprinted in TIP that epitomizes the mean-spiritedness and arrogance of the whole decade. Addressed to the APA Board of Directors from 8 leaders of the health care faction on the subject of the reorganization impasse, it begins “We are writing you this memo with a great charge of frustration, bitterness and outrage.” It ends “We want you to know, though, that you must, beginning today, work with and through us as the leaders of the state association/practitioner community—and no longer through our surrogates—or you will risk standing exposed as irresponsible caretakers, lost in daydreams and denials, and not cognizant of your political and fiduciary responsibilities.” (TIP, February, 1987, pp 8–10).

Incorporation as The Society for Industrial and Organizational Psychology was proposed to provide Division 14 with an independent and secure base, to sharpen our public identity, to increase member identification with our organization, to gain flexibility and responsiveness in dealing with legal (EEO) issues, to gain more control over our financial affairs, and to enable us better

to pursue opportunities (TIP, August, 1979, pp. 4–5). After careful study and due deliberation, 87.4% of the 619 voters marked “yes” for incorporation and SIOP was launched in 1982.

And then came the *Psychology Today* fiasco. At the start of the “dark and stormy decade” a proposal to publish *Psychology*, a glossy, general interest magazine modeled after *Smithsonian*, was rejected by the APA Council. It was an attractive idea, but one which was going to cost too much and entail too much risk. Just after SIOP was incorporated, APA purchased *Psychology Today*, and the ramrod decision-making process that led to its purchase validated our foresight in wanting to control our own affairs. We had been concerned that reorganization might lead to a break-up of APA, and so we sought autonomous control of our own finances. But APA nearly broke up for another, unanticipated reason: *Psychology Today* hemorrhaged cash, and APA had to sell and lease back its Central Office building to avert default. We were relieved to know that we could survive on our own if we had to.

Today's relative calm is welcome. I attribute it to the voters' rejection of the APA reorganization plan in 1988 which led directly to the creation of APS. The viability of APS gave researchers their own clear voice, and it also led to competition for representing the interests of research-oriented psychologists. I also attribute it to changes in APA personnel, most notably Ray Fowler as CEO, Russ Newman as head of the Practice Directorate, and especially Bill Howell as head of the Science Directorate. They have set a constructive tone and looked beyond internal partisanship in ways their predecessors did not.

Today's relative calm is not likely to last forever. Times change, and people change. Bill Howell has announced his impending retirement, and Ray Fowler is in the middle of his second 5-year term. Who knows what will happen next. We now stand in association with both APA and APS, on an independent and secure base. In the meantime, SIOP's incorporation continues to signify the willingness of its members and leaders to stand alone if necessary. I hope we can use the strength and autonomy that incorporation affords effectively and wisely.

## Incorporation: A Coming of Age

Richard J. Campbell

### Prelude and Context



Two-four-six-eight, we are gonna' incorporate! The battle cry of Division 14 in the late seventies? Not really, we were much too sophisticated for that. But such a chant, delivered with a distinctly rebellious air, would have been in keeping with the mood of many Division 14 folks at the time. The gathering drumbeat for incorporation was sparked by dissatisfaction with APA. It was a dissatisfaction tinged, to put it mildly, with anger and frustration. Milt Hakel, a fomerter of incorporation activity, captures the conflicts and mood of the times very nicely in his piece in this issue. I had almost forgotten how much "fun" it was serving on APA Council in those years.

The incorporation of Division 14 and dissatisfaction with APA were tightly linked. It is unlikely that SIOP would exist today had our problems with APA been less severe. However, there were other forces at work, of a more fundamental nature, that also were fueling the drive for incorporation. There were signs in the Division's Executive Committee of the seventies of a growing eagerness to have the Division do more for the membership and the society at large. For example, the APA Convention had become mammoth in size. There was a yearning to have a meeting where I/O psychologists could have more contact. The discontent with the time spent parrying inappropriate initiatives from APA was particularly aggravating because it deflected energy we wanted to devote to advancing science and practice in our field.

Someone, I don't know who, suggested a seemingly innocuous organizational intervention in the Executive Committee in the mid-seventies. At that time, as now, there were three members-at-large on the Executive Committee. It was a great job. [I happened to be one myself, and loved it]. Members-at-large had no formal responsibilities beyond casting votes. The Executive Committee decided it was time to put them to work. In 1975 it formed the Long Range Planning Committee, consisting of the three members-at-large and the President-Elect, who served as chair. LRP exceeded all expectations. It was not bogged down in the demanding work of running this rather active Division and "coordinating" with APA. With this freedom and a broad charter it developed into a hotbed of ideas for new directions for the Division. It also proved to be quite effective in prodding the Executive Committee to

adopt new activities and directions. The teaming of the in-coming president, another cushy job, with LRP gave a continuity to ideas and action, a sufficient time span, to enable the Executive Committee to bring major projects that spanned years to completion.

Another important set of players in the developing push for incorporation were the Division's Representatives to APA Council. This was the hardy band of vocal Division 14 reps who engaged in oratorical flurries and intricate parliamentary maneuvers to keep others in APA, particularly the Council, from "helping" us in ways that we didn't appreciate. We were a powerful force in Council for our size. (Division 14 had four seats in a Council that totaled about 100 representatives.) Fortunately, we were not alone; other scientist-practitioner Divisions had similar concerns. Our reps reached out and formed a coalition with these like-minded Divisions. Consistent with the revolutionary fervor of the day, it began meeting under the banner of the January 27 Coalition. The name was later changed to the more descriptive but less flamboyant Scientist-Practitioner Coalition.

One of the main concerns of our Council Reps and LRP was the buzz developing during the mid-seventies for a reorganization of APA. Two concepts attracting attention and controversy were federation and assemblies. These approaches called for the establishment of organizational units broader than divisions. Proposals for 2, 3, 4 or more such groupings of divisions provoked heated discussions, such as the contrasting views of Humphreys (1976) and Siegel (1976) on federation that appeared in the APA Monitor. Among the touted goals of a reorganization was an alignment that would enable Divisions to focus attention on issues germane to them and allow for a redistribution of power. The possibility of greater Divisional control over its own affairs and field was a major carrot. This advantage appeared much more illusive to some than the potential threats embedded in the proposals. A major concern of Division 14 was that none of the proposed groupings appeared to offer a home. The Division appeared to fall between the cracks, with its members scattered across assemblies. The big downside risk was the potential dissolution of Division 14 by default. This threat, as much as anything, prompted discussion of mergers of divisions and the formation of the Scientist-Practitioner Coalition. Perhaps, the thinking went, the Coalition could become an assembly should APA actually restructure itself.

This renewed interest in reorganization led to the establishment of a Commission on Organization of APA, known informally as the "Blue Ribbon" Commission. Ken Clark was a co-chair of the Commission, and I was a member. The first thick set of documents to arrive in the mail included a review of previous attempts to reorganize APA. It was a sobering experience for those expecting the Commission's work to lead to changes in APA. Many groups had examined the organization of APA, beginning in the 1950s. There was a disturbing pattern of inaction following these studies. Significantly, the

Blue Ribbon Commission was the Commission on Organization, not reorganization. The Commission was established in 1978. Its major proposal was for the formation of two "sections" within APA, one for health-care providers and the other for those identified with teaching and research. Members could join either or both. The proposal never made it past the Board of Directors. The Commission concluded its work in 1981 with a report recommending the ill-fated "Forums Trial" in Council. For many observers, cynical and not so cynical, this trial was a weak intervention for the purpose of showing that APA was open to change.

Other attempts at reorganization followed the demise of the Commission. Little was achieved. These discouraging outcomes resulted in the eventual formation of ASAP, the Assembly for Scientific and Applied Psychology, and, shortly thereafter, the American Psychological Society.

#### Creating SIOP

It was in this volatile setting that the idea of incorporating Division 14 emerged. Incorporation was first highlighted in the pages of TIP in 1979. The item was authored by an early and persistent spokesperson for incorporation, Milt Hakel. It begins with a disarmingly simple declarative sentence, "Now is the time for Division 14 to become incorporated as the Society for Industrial and Organizational Psychology" (Hakel, 1979, p. 4). Milt described the advantages to be gained and invited member reactions to the proposal. In that same month, he made a similar proposal to the Executive Committee. He concluded it with a suggestion for a "straw poll" to be taken at the business meeting, and, if the results were favorable, the appointment of an ad hoc committee on incorporation.

Once raised, the idea of incorporation wouldn't go away. Nor, was it to be quickly resolved. The Division and its members were working through two transitions. True to the nature of transitions, each was laden with uncertainty, ambiguity, and confusion. One transition was legal; the other focused squarely on the identity of the organization and its members. Any psychologist worth a license would know, at least in hindsight, that the identity issues would be the more difficult to resolve. And they were. We industrious psychologists are known for our knack with organizational matters. The legal issues would yield to our dogged pursuit in due time.

The discussion and debate on whether to incorporate spanned two years. It was a rare issue of TIP that did not give the topic substantial space. Although the straw polls strongly favored incorporation, there were a number of members who had difficulty endorsing it. A key reason was the perception that is was a step down a path that led to the eventual exit of I/O psychologists from APA. Division 14 did not have authority if incorporated to dissolve itself or secede from APA, but the Society could (Albright, 1981). One of the

eloquent commentaries on the need to remain in APA was provided by Ray Katzell (1981), who reminded us of our identity as psychologists and that "...for Division 14 to quit APA (or threaten to quit) for these reasons is not only to declare independence from APA but to separate itself from the mainstream of psychology" (p. 13). Another related and contentious issue was the notion that incorporation would permit the Division to open up its membership (i.e., consider admitting professionals who either would not qualify for APA membership or had no interest in being a member of APA). The discussion of identity issues slowed the move to incorporation, but, as a source for reinvigorating the Division, it yielded one of the most important gains.

The thought of leaving APA was anathema for most of the supporters as well as the opposers of incorporation. The supporters saw incorporation, among other things, as a way to reduce the risk of a de facto loss of a place in APA and as providing a home should APA shatter. The Executive Committee wanted to remain affiliated with APA. The Division's officers worked intensively to modify APA in ways that would make it more compatible for I/O psychology. Vic Vroom, in a TIP presidential message in 1981, commented, "The first myth is that a vote for incorporation is somehow a vote for separation from APA." Later, in the same message, one in which he took a neutral position on the impending vote, Vic put his pen on the core attraction of the incorporation movement. He said, "...I am enthusiastic about the potential of incorporation as a means of strengthening identification with the division" (Vroom, 1981, pp. 1-2). As the discussion continued it became clear that the main objective of incorporation was to establish Division 14/SIOP as an organization that could function on its own, for reasons that extended well beyond concerns about a home in APA. The Division, with a better understanding of collectively who we were, wanted to take control of its own assets, programs and activities.

In the Spring of 1981 the LRP announced that the Executive Committee was recommending to the membership that the Division incorporate (LRP, 1981). LRP recounted the intensive process leading up to the announcement: determining the advantages and disadvantages of incorporation, presentations at the Open Forums in both Montreal and Los Angeles, polls of the Executive Committee and the membership, and several revisions of the by-laws which were distributed for comment to the membership. It was time for the membership to decide—yea or nay? A mail ballot was conducted, and the membership voted a resounding yea!

Finally, in 1982 the Division began to take the concrete steps necessary to have the Division incorporated. There were many things to be done, three of which stood out: filing of the articles of incorporation, obtaining tax exempt status, and the design of an accounting system appropriate for an incorporated society. People and money would be needed to pull it off. Many members worked on some aspect of incorporation, but those most involved at this stage

were the LRP (Irv Goldstein, Jack Bartlett, Frank Schmidt, and me), Art MacKinney, and Gini Boehm, the Secretary-Treasurer. The anticipated cost, around \$2,500, appears insignificant by today's standards, but the total income of the Division was only \$35,000 in 1981-82. One of the strong challenges posed by those opposed to incorporation was that it would cost too much and provide little return.

Our first tack was to see if APA would provide the legal support we needed. Central Staff at APA was seemingly unconcerned about our incorporating, except for some possible tax implications. After months of indecision on the part of APA, we opted to go it alone. APA did give us an estimate of the fees—\$4,500!

Time was evaporating. Tax status issues were taking too much of our energy. In March the leadership of the task force was clarified. Irv Goldstein, conveniently located in DC, was named chair. Gini Boehm, Jack Bartlett, Art MacKinney, and I rounded out the group. Irv was to take the lead on legal services. Gini had the task of establishing a set of books that would satisfy the accountants. The last crucial step was to get the funding approved by the Executive Committee. At the May meeting they approved an expenditure of \$2,500. We were on our way.

The group met with Peter Lipresti, an attorney with Finley, Kumble, Wagener, Heine, Underberg, & Casey in DC. This firm had particular expertise in the incorporation of professional groups. Irv developed a very good working relationship with Mr. Lipresti. The work went very smoothly, with Irv and Gini carrying the brunt of the effort. I believe we even came in close to budget. Art, Gini, and I had the pleasure of being named as the initial directors of the Society. On June 18, 1982 the signed Articles of Incorporation were filed with the Recorder of Deeds in Washington, DC. SIOP was born!

### The Aftermath

Some months later two events assured me that SIOP was indeed a reality. One was the appearance of a mere symbol; the other was a simple administrative transaction. The symbol was the new logo on the first edition of TIP published by SIOP. For me, it signified the beginning of a new period that boded well for I/O psychology. The logo, by the way, came to us from the artists at the University of Maryland. Jack Bartlett stimulated a contest of sorts, and the winning design was created by Susan Jackson and Les Bodian. Ann Howard and her associates at AT&T put it into final form. It looks even better in anniversary gold.

The second event was a letter I received from Past-President MacKinney on Division 14 letterhead transferring all assets of the Division, \$56,000, to SIOP. Not a lot of money, but we now had control of our funds.

It took another year or two to put many of the necessary systems and services into place, such as establishing the proper books, IRS recognition of our exempt tax status, collecting our own dues, and hiring our first employee for the SIOP office. A third event still draws warm chuckles when members take to reminiscing, one that helped put these systems into place and make other new activities possible. At the business meeting in 1983, the Executive Committee, with some trepidation, asked the members to approve a large dues increase. Surprisingly, no one raised an objection. Then a hand shot up, and the faces on the podium grew a bit tense. This member stood up, said the proposed dues increase was too small to carry out SIOP's ambitious plans, and made a motion to raise the proposed dues another couple of dollars higher! It was greeted with enthusiasm and passed. Never had I seen such an outcome for a proposed dues increase. Well, that's Division 14, oops, SIOP, for you.

It should be obvious, if you have read this far, that I am hardly an unbiased observer of the incorporation effort. Yet I expect few would disagree with the assessment that SIOP has thrived since incorporation. The astute readers of TIP, of course, will not let me get away with attributing all of the good things that have occurred since 1982 to incorporation. Division 14 was always a robust, successful organization. However, it is worth noting a few of the unusual accomplishments of SIOP, which just might not have happened without incorporation.

I will mention only two. Immediately after incorporation the Scientific Affairs Committee placed top priority on doing something major to foster research and scholarship. It was to be an antidote to the tremendous effort the Division had to give to the many practice issues besieging us. The result was the Frontiers of Industrial and Organizational Psychology series. The second was SIOP's annual conference. This was high on our wish list, but it was a very risky venture. The Executive Committee decided to go ahead when SIOP was still operating on a shoestring. And to think we fretted over our ability to pay for going it alone as an incorporated society. This time we were betting the farm. Kudos to Irv Goldstein and his committee for launching the annual conference so successfully. It is still awesome to sit among that sea of people at the conference luncheon each year.

Finally, it is liberating to be well beyond our concerns about survival. APA never approved the Commission on Organization proposal for a two section model. It happened anyway, except that one section was formed outside of APA. SIOP is affiliated with both APS and APA, and its members can join either. Not a perfect solution, but one that has let us maintain our identities and prosper.

There is plenty to celebrate this anniversary year. I can't wait to see what SIOP will do next.

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Gee, who wants to spend \$50,000 just to be able to calculate?  
Trapp, 1980, p. 119



An examination of industrial psychology textbooks from the 1940s and the 1990s might lead one to believe that the issues faced by industrial psychologists have changed little in the past 50 years. For example, Tiffin's (1946) and Spector's (1996) textbooks are composed of many of the same topics, including: job analysis; performance appraisal; selection and testing; training; research methods; and attitudes and morale. A closer examination, however, reveals fundamental differences between the two. For example, out of 329 pages Tiffin devotes 16 pages to a discussion of dexterity tests for employee selection, and 55 pages to visual problems of workers and how they affect work, indicating the lingering influence of scientific management principles. In contrast, Spector devotes an entire chapter to work groups and work teams.

One could argue that some of these differences may be due, in part, to the author's particular interests and therefore emphasis, or that Spector's text, unlike Tiffin's, includes an organizational component. I argue, however, that we can attribute these differences to the changes that have occurred in the nature of work over the last 50 years. Much of these changes, as I will show, can be ascribed to the technologies that organizations have adopted and that workers use to accomplish work.

In the following pages I discuss how technologies have changed forever the structure and functioning of organizations, and therefore, the fundamental nature of work. I will begin by describing the growth of office technology in the first half of the 20th century. Next I describe two technology-driven paradigm shifts that profoundly affected organizations. The first shift, which began in the early 1950s, saw the computer evolve from a military tool to a business machine. The second paradigm shift, beginning in the 1980s, saw the computer evolve from an isolated PC on a worker's desk, to networks which connect computers throughout an organization and throughout the world. This "connectivity" has resulted in flatter and more

dynamic organizations, where the primary work unit is no longer the individual, but work teams. The latter shift is driving radical developments in the way organizations are structured and how they function. I conclude by discussing how these changes will affect the practice of industrial and organizational psychology in the next millennium.

### Early Twentieth Century Office Technology

Mechanical devices for information processing existed well before the birth of the modern electronic computer. Just as today workers use technological devices for document preparation, information storage and retrieval, and financial analysis and accounting, so too did the worker in the early part of this century. These early devices represent a varied spectrum including typewriters for document preparation, tabulating machines for data input, punched card accounting machines, adding machines for calculations, and the telegraph and telephone for communications. Businesses adopted these new technologies as they began to experience dramatic reductions in clerical costs. The "office appliance industry" as it was called, began to play a large role in shaping organizations (Cortada, 1993). Major suppliers of office appliances, many of whom exist today, included IBM, Remington Rand, National Cash Register, and Burroughs.

The period from 1945 to 1960 saw a tremendous growth in the adoption of office technologies by businesses. The impetus for this growth can be traced to two key developments following the second World War. After the war the United States economic environment was robust: Population increases, improved health care, higher standards of living, and greater economic output helped double the gross national product from \$200 million in 1945 to \$400 million in the mid-1950s (Cortada, 1993). A result of this dramatic growth was an increase in the labor force. The biggest increase came in the white collar jobs in the service sector, key users of information processing technology.

The second development was the continued expansion of war-time readiness by various sectors of the military, and the realization that they would benefit from fast and reliable methods of calculating. A principal need for the military was the calculation of firing tables (i.e., bomb trajectories). Until 1946, the military had relied on teams of workers using mechanical calculators, and later electro-mechanical calculators for computing firing tables. Calculating a firing trajectory was a complex task, requiring solving simultaneously a set of seven differential equations. Complicating the task is that each firing table contained 3,000 trajectories. Typically, each firing table required 100 workers a month to calculate a single table (Campbell-Kelly & Aspray, 1996).

In 1941, researchers at the Moore School of Electrical Engineering at the University of Pennsylvania were using a electrically-powered mechanical calculator called the differential analyzer to compute firing tables. Although the differential analyzer reduced the amount of time and manpower to calculate firing tables, it was considered a "single purpose" device given that its capabilities were restricted to a limited class of engineering problems. The birth of the modern electronic computer occurred when the Ballistic Research Laboratory contracted with two engineering professors at the University of Pennsylvania, John Mauchly and Pres Eckert, to develop a general purpose computer that was flexible enough to be used for a number of purposes, including calculating firing tables, interior ballistics, data reduction, and so on (Eckert, 1980). The Electronic Numerical Integrator and Calculator (ENIAC), the first truly general purpose computer, was revealed to the public in 1946. It consisted of 18,000 vacuum tubes, covered over 1500 square feet of space, and cost \$400,000 (Eckert, 1980). ENIAC performed at speeds of 100 to 1000 times faster than the mechanical and electromechanical computers of its day.

### The First Paradigm Shift: Computers for Military Use to Business Use

Until the early 1950s the military, and engineering and research scientists had been the sole users of the electronic computers. During the 1950s computers evolved into a business machine by reconstructing it from a purely mathematical instrument to an electronic data processing machine (Campbell-Kelly & Aspray, 1996). A number of advancements in electronic technology hastened the evolution of the computer from military to business use: The invention of the discrete transistor, which replaced vacuum tubes, and the integrated circuit, which replaced transistors. The evolution from vacuum tubes to integrated circuits dramatically reduced the cost of computer power by a factor of 100 (Campbell-Kelly & Aspray, 1993). These advancements allowed manufacturers to make computers, faster, cheaper, smaller, and more reliable. By 1970 an organization could purchase for one-tenth the price a minicomputer which was comparable in power to a 1960s mainframe.

Although computers were faster, cheaper, and smaller, access to the technology was limited to a select few. During this era the computer systems were so complicated and unwieldy that only the most technically sophisticated could use them. As a consequence, the only workers of an organization with access to the computers were members of the Management Information Systems departments, who had the special technical skills and knowledge required to run them. The fact that the systems were isolated from most of the organizational departments caused senior executives and

management to view them as being relatively unimportant to the day-to-day functioning of the business (Tapscoff & Caston, 1993).

In 1981 IBM introduced the first stand-alone desktop personal computer (PC). At the price of \$2,800, most organizations found the PCs to be affordable in quantity, in contrast with the million dollar mainframes of the 1960s. By 1983, the IBM personal computer became the industry standard, and computers began to appear at an exponential rate throughout organizations. These computers allowed all employees, from clerical/secretarial to senior management and executives, to work directly with the technology. However, as with the mainframes and minicomputers of the 1960s and 1970s, computing was still conducted in an isolated environment, i.e., individual computers were not connected. Essentially, computers couldn't work the way people do, by communicating (Tapscoff & Caston, 1993).

### The Second Paradigm Shift: The Open-Networked Organization

A second information technology driven paradigm shift began to occur in the early 1980s. In the second era computer technology spread horizontally and vertically throughout organizations; everyone in an organization used information technology on a daily basis. The ubiquity of computer technology motivated organizations to reassess their business practices and work structure. They began to ask themselves: "How can we fully utilize the power of computer technology, and what changes will be required in our business practices to realize these benefits?" Organizations came to recognize that the solution was to take the individual computers and to essentially connect them. The argument for connectivity was that if computing resources could be shared, redundancy would be eliminated and everyone would benefit.

Enter the local area network (LAN) and client-server networks. A LAN is a collection of computers that are connected via a network. LANs were developed so that users could share software, printers, and other peripherals. A conceptual extension of the LAN, client-server networking, allows the distribution of computer resources across a network. A client-server network consists of a host computer that functions as a file server (i.e., a repository for information), and a number of connected client computers (essentially, computers used by workers to access the information on the file server). Client-server networks allowed organizations to migrate to a more cost-effective, flexible, dynamic and powerful computing environment. As a consequence workers shared not only the technology, but more importantly, information as well.

Organizations that adopted these technologies came to be known as "open-networked" organizations. These organizations are based on cooperative, multidisciplinary teams networked across the enterprise (Tapscoff &

Caston, 1993). The typical organization, once structured as a collection of business units, evolved into single enterprises. At the same time, the primary work unit was transformed from individuals and typical department work groups to empowered work teams (Tapscoff & Caston, 1993).

Organizations recognized that to address the paradox of single enterprise organization based on empowered work teams that existing business processes must be re-engineered into an integrated and global strategy and architecture. Three critical features of this reengineering include: A shift from personal to work-group computing; a shift from closed to open systems; and from computing as an internal function to interenterprise computing (Tapscoff & Caston, 1993).

Also known as computer-supported collaborative work or groupware, work-group computing is software and hardware that supports the work team as the unit of work. Technologies which support work group computing include group decision support systems, video and teleconferencing, faxes, and e-mail. Work-group computing has come about due to the increasing power of desktop stations, growing capacity of networks (bandwidth), and multimedia, allowing the integration of text, voice, audio, graphics, and animation (Tapscoff & Caston, 1993). Table 1 shows the evolution from the stand-alone PC to work-group computing.

In the first era of computing, information technology was used to manage and control costs of physical, financial, and people resources. Typically, these systems were isolated by department, but because of the immaturity of the technology organizations were unable to fully exploit the technology. The result was systems that were not integrated, and often overlapped in function and content (Tapscoff & Caston, 1993). Networks allowed organizations to integrate separate computer systems for accounting, payroll, marketing, management, and personnel departments into single systems which could be accessed by all. Maturing standards have now allowed for the developed of an integrated business enterprise architecture, a prerequisite for the open-networked organizations.

In the first era computer systems were entirely internal functioning in the organization. The new open-networked organizations can be characterized as being defined as both single enterprises, and interenterprises. Networking has not only allowed the sharing of information among workers within the organization, but also with entities external to the organization. The Internet and the World Wide Web have allowed organizations to communicate with suppliers and vendors, customers, affinity organizations, and even their competition. Organizations no longer have to act and react in isolation to the market environment; rather, the open-networked organization works with a multitude of enterprises as a means of remaining flexible and dynamic in a fluctuating and ever changing economy.

**Table 1. Shift from stand-alone to work-group computing (adapted from Tapscott & Caston, 1993).**

| Stand-Alone Personal Computer             | Work-Group Systems                                                                                                                                                                                                                                                                       |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NIL                                       | <ul style="list-style-type: none"> <li>Information exchange           <ul style="list-style-type: none"> <li>• Email document distributions</li> <li>• Computer conferencing</li> <li>• Teleconferencing</li> </ul> </li> </ul>                                                          |
| Word processing and presentation graphics | <ul style="list-style-type: none"> <li>Shared document creation           <ul style="list-style-type: none"> <li>• Co-authoring (hypermedia thinking tools)</li> <li>• Shared work space</li> <li>• Multi-user idea processing</li> </ul> </li> </ul>                                    |
| Desktop database                          | <ul style="list-style-type: none"> <li>Shared information handling           <ul style="list-style-type: none"> <li>• Access to information resource (data, text, voice, image)</li> <li>• Application sharing</li> </ul> </li> </ul>                                                    |
| Spreadsheet                               | <ul style="list-style-type: none"> <li>Multi-user decision support           <ul style="list-style-type: none"> <li>• Modeling environments</li> <li>• Flags, threshold indicators</li> <li>• Knowledge bases</li> </ul> </li> </ul>                                                     |
| Diaries                                   | <ul style="list-style-type: none"> <li>Time and resource management           <ul style="list-style-type: none"> <li>• Scheduling</li> <li>• Meeting management</li> <li>• Procedure automation</li> <li>• Process management</li> <li>• Group project management</li> </ul> </li> </ul> |
| Tutorials                                 | <ul style="list-style-type: none"> <li>Electronic Performance Support Systems           <ul style="list-style-type: none"> <li>• Electronic job aids</li> <li>• Computer-based training</li> </ul> </li> </ul>                                                                           |

structured and hierarchic, and computers were used in isolated environments.

The successful organizations of the future will be open-networked, flatter in structure, and concerned with the appropriate use of information technology. These organizations will be sensitized to the fact that the adoption of new technologies may require the redefining and re-engineering business processes. The workplace of the 21st century will provide challenges and opportunities for the industrial and organizational psychologist for both research and practice in a number of technology-related areas.

Perhaps the biggest challenge for I/O psychologists will be performance measurement and appraisal issues. These issues will be much more complicated in the open-networked organizations than in the traditional organizations of the past. For example, the individual and the traditional work group will probably no longer be the primary unit of work in most organizations, but rather the work team. Members of these teams may, and many undoubtedly will be, geographically isolated. Assessing and measuring team performance is difficult enough even when the individuals are not geographically separated.

Computer-based training (CBT) systems have matured to the point where they now can provide individualized and flexible instruction in a multimedia format. Many organizations already recognize the benefits that CBT provides, including reducing the cost of training and time off the job, while increasing retention and transfer of training. With CBT workers no longer have to attend formal training sessions at their corporate headquarters. Now training for many jobs can take place anywhere; a hotel room, by the pool, or at home. All that is needed is a laptop computer and a CD-ROM.

Although it has been suggested by many that computer technology will result in the "de-skilling" workers, in fact the opposite is true for most. Workers in the 21st century will have to upgrade his/her skills to keep pace with the changes in work and technologies. They will have to embrace learning as a continuous, life-long goal.

The changing nature of work and technological innovations also have ramifications for selection procedures. Members of work teams have a high level of autonomy, therefore, they must be "self-starters" and problem solvers. The fact that technology will play a critical role in his/her work will require the worker to be flexible in adapting to new technologies. As a result personality selection measures may take on a key role in selecting employees (Coover, 1995).

### Challenges and Opportunities for the I/O Psychology in the Next Millennium

Computer technology underwent tremendous changes from 1946 to 1980. The giant, expensive monoliths of the 1950s and 1960s evolved into small, fast, and relatively cheap computers. By the middle 1980s most office workers at all levels of an organization had access to computer technology: Centralized control over technology was transformed into distributed control. Two obstacles remained, however, for the optimum utilization of the power of computer technology: Organizations were still highly

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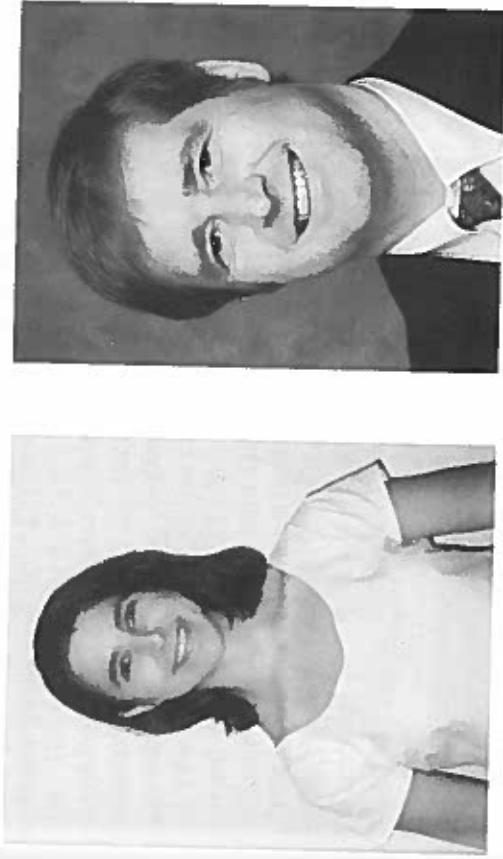
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## TIPical Trends: An Examination of the Evolution of TIP

Lori L. Foster  
Michael D. Covert  
University of South Florida



The celebration of SIOP's Golden Anniversary gives us a reason to reflect on the evolution of TIP, Division 14's official newsletter. Although TIP has undergone some remarkable changes since its inception in June of 1964, it has never failed to achieve its initial goal—to keep the membership informed regarding society activities and to provide a forum in which we can jointly examine problems and issues that affect us as scientists and practitioners.

In the first issue of TIP, S. Rains Wallace expressed the hope "that the Newsletter will help us preachers of communication to talk more to each other and give us something more to talk about...for, we appear, in general, to be non-joners or, at least, non-meeters and non-organizers." Was he talking about us? Since that statement in 1964, we have done 8,064 pages-worth of talking, as reflected in 112 issues of TIP. Further, our current membership is active and growing. Certainly, TIP can take some credit for convincing the non-joners to join, the non-meeters to meet, and the non-organizers to get organized over the years. In short, it is obvious that TIP is achieving what it set out to accomplish.

In order to achieve its objectives, TIP has had to change with the times. How has TIP evolved into the newsletter that we now know and love? An analysis of the entire set of TIPs, from Volume 1, Number 1 to present has

## The Multiple Facets of I-O Psychology II

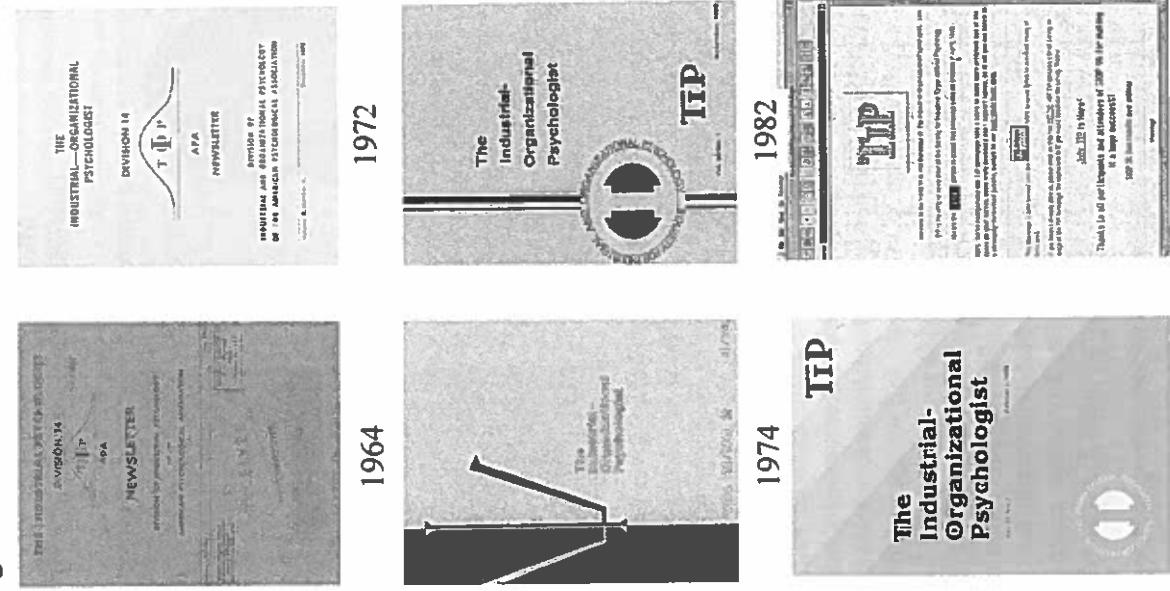
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provided some interesting answers to this question. In general, TIP has evolved in terms of its appearance, its length, and its content.

**Figure 1. The evolution of TIP covers.**



### The Evolution of TIP's Appearance

The appearance of TIP has changed dramatically over the years. Figure 1 displays a sample of six different TIP covers, which correspond to six different time periods. The first TIP cover comes from TIP Volume 1, Number 1, 1964. This cover reflects Division 14's former identity—The Division of Industrial Psychology. It also reflects the previous title of our newsletter—The Industrial Psychologist and its associated symbol—TIP. The second TIP cover comes from Volume 9, Number 4, 1972. This cover reflects both Division 14's new name (The Division of Industrial and Organizational Psychology) and TIP's new symbol (TΦP), revealing an "O" superimposed on top of the familiar "I" in TIP. The third TIP cover comes from Volume 11, Number 2, 1974. Here, the TΦP symbol has been abandoned and replaced with a large ψ along the side of the cover. The next TIP cover, from Volume 20, Number 1, was printed in 1982. This issue was the first to display the new seal, representing our newly incorporated "Society For Industrial And Organizational Psychology". The fifth image in Figure 1 is a picture of TIP Volume 22, Number 2, 1985. This TIP is printed on glossy paper, producing a striking change in appearance. Figure 1's final image is not a TIP cover at all—it's the TIP World Wide Web Homepage, created in 1995. This new TIP medium represents a dramatic departure from the TIPs of old.

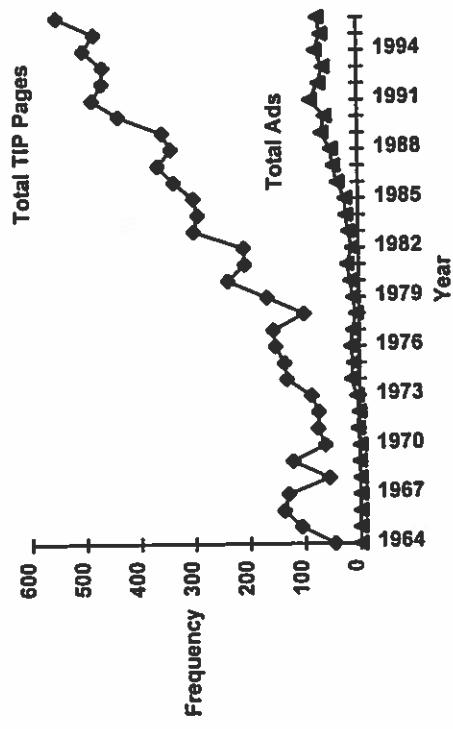
### The Evolution of TIP Length and Ad Volume

TIP got big! As Figure 2 indicates, the length of TIP has generally increased over the years. The shortest TIP, which was published in 1964, was 15 pages long. In contrast, the longest TIP consists of 154 pages and was published in 1994. Furthermore, TIP, which began as a sometimes once, twice, or three times-per-year publication, went quarterly in 1975. Figure 2 also reveals a change in TIP ad volume over time. Notably, the amount of paid advertising has increased substantially over the years.

### The Evolution of TIP Content

Table 1 lists the general topics that have been addressed in TIP since 1964. These topics are listed in order of those receiving the most coverage to those receiving the least amount of coverage. Most of the topic categories are self-explanatory, but a few warrant clarification. Society Business and Issues includes topics such as committee activities, award recipients, editor's notes, the SIOP calendar, Division 14 convention issues (excluding convention

**Figure 2. Total TIP Pages and Ads Across the Years**



devoted to different topics. Therefore, we will now take a brief look at each decade and attempt to describe these TIP content findings by placing them in a historical context.

As previously noted, the 1960s marked a time when TIP was first establishing its identity. Although one could find an occasional announcement advertising to a job opening or position available, TIP was not often used as a source for job information. Thus, Table 1 reveals that Positions Available received less emphasis during the 1960s than it did during later decades. Similarly, Person Profiles were less common in the 1960s than they were later on. Finally, the Ads category received less attention during the 1960s than it did during subsequent decades. This finding is primarily due to the fact that TIP did not offer space for paid advertisement when it first began. The first ad appeared in TIP in 1969. Topics receiving more coverage than usual during the 1960s include Ethics and International Issues, as well as the traditional I/O topics of Motivation, Selection, and Interviewing.

During the 1970s, TIP's coverage of Practice and Industry issues was at an all-time low. Topics appearing for the first time include Ad Information-Sheets (hence the boom in advertising during the 1970s), Unions (coverage at an all-time high), Validation Research (coverage also at an all-time high), and Technology. Employee Attitudes Health and Well-Being was also addressed for the first time. Notably, the introduction of this topic coincided with the introduction of our new name: the Society for Industrial AND ORGANIZATIONAL Psychology. Finally, coverage on APA Issues was at an all-time high during the 1970s, reflecting concern about the possible reorganization of APA and the controversial split between health-care psychologists and academicians/scientists.

Notably, there is some overlap among the categories listed in Table 1 (such as the convergence between EEO Issues and Selection). During our content analysis of the past TIP newsletters, each article was categorized according to its primary focus. Thus, when an article's topic spanned more than one category, that article was included in the category which most accurately described its nature.

The total amount of topic coverage, across all years, is listed in the second column of Table 1. Columns 3 through 6 provide rank-orders of the topics, within each decade. These rank-orders range from the topics receiving the most coverage (rank = 1) to those receiving the least amount of coverage (rank = 42). A dash indicates that a particular topic was not covered during the corresponding decade.

The second column of Table 1 suggests that the five topics receiving the most overall TIP coverage include: Society Business and Issues, Ads, Miscellaneous Meetings Reports and Announcements, Convention Programs, and EEO Issues. Notably, the majority of these top five topics consistently received extensive coverage within each decade. Beyond these top five, however, there is some variance between the decades in the amount of coverage

**Table 1. TIP Topics Across the Decades**

| TOPIC                                            | Total # Of Pages Of Coverage | 1960s Rank Order | 1970s Rank Order | 1980s Rank Order | 1990s Rank Order |
|--------------------------------------------------|------------------------------|------------------|------------------|------------------|------------------|
| Society Business & Issues                        | 1841                         | 1                | 1                | 1                | 1                |
| Ads                                              | 865                          | 24               | 5                | 2                | 2                |
| Miscellaneous Meetings, Reports, & Announcements | 747                          | 2                | 2                | 3                | 3                |

| TOPIC                                          | Total # Of Pages Of Coverage | 1960s Rank Order | 1970s Rank Order | 1980s Rank Order | 1990s Rank Order | Total # Of Pages Of Coverage              | 1960s Rank Order | 1970s Rank Order | 1980s Rank Order | 1990s Rank Order |
|------------------------------------------------|------------------------------|------------------|------------------|------------------|------------------|-------------------------------------------|------------------|------------------|------------------|------------------|
|                                                |                              |                  |                  |                  |                  | TOPIC                                     |                  |                  |                  |                  |
| Convention Programs                            | 466                          | 7                | 4                | 4                | 7                | Employee Attitudes, Health and Well-Being | 45               | -                | 40               | 20               |
| EEO Issues                                     | 465                          | 3                | 3                | 8                | 5                | Performance Appraisal                     | 43               | 23               | 32               | 32               |
| Positions Available                            | 382                          | 26               | 10               | 7                | 4                | Ethics                                    | 41               | 15               | 36               | 23               |
| The Field of I/O                               | 309                          | 4                | 8                | 5                | 11               | Interviewing                              | 39               | 13               | -                | 20               |
| Practice and Industry                          | 266                          | 17               | 27               | 6                | 6                | Validation Research                       | 34               | -                | 18               | 27               |
| Academia                                       | 261                          | 5                | 6                | 13               | 8                | Integrity Testing                         | 33               | -                | 33               | 35               |
| Messages From the President                    | 215                          | 6                | 9                | 10               | 12               | Job Analysis                              | 32               | 18               | 41               | -                |
| APA Issues                                     | 205                          | 11               | 7                | 9                | 18               | APS Issues                                | 28               | -                | -                | 21               |
| Person Profiles                                | 176                          | 27               | 11               | 16               | 9                | Unions                                    | 27               | -                | 31               | 28               |
| International Issues                           | 145                          | 9                | 15               | 11               | 17               | Motivation                                | 24               | 14               | 31               | -                |
| Student Issues                                 | 141                          | 20               | 21               | 19               | 10               | Leadership                                | 24               | 25               | 25               | 40               |
| General Testing Issues                         | 133                          | 16               | 20               | 12               | 14               | Teams                                     | 22               | -                | -                | 31               |
| Journals and Publishing                        | 116                          | 10               | 12               | 15               | 22               | Job Evaluation and/or Compensation        | 20               | 29               | 42               | -                |
| Licensure                                      | 109                          | 12               | 22               | 18               | 13               | Downsizing                                | 18               | -                | -                | 26               |
| General Research Issues                        | 98                           | 19               | 16               | 14               | 24               | Job Satisfaction                          | 18               | -                | 23               | 30               |
| Ad Information Sheets                          | 83                           | -                | 14               | 17               | 25               | Miscellaneous Legal Issues                | 15               | -                | 35               | 39               |
| Selection Technology                           | 64                           | 8                | 24               | 33               | 19               | Training                                  | 15               | 22               | -                | -                |
| Organizational Change and Development          | 61                           | -                | 38               | 23               | 15               | Job Placement                             | 6                | -                | 37               | -                |
| Assessment Centers                             | 56                           | -                | 19               | 21               | 27               | OB                                        | 5                | -                | 26               | 34               |
| The Changing Nature of Jobs and I/O Psychology | 54                           | 21               | 13               | 26               | 29               | Quality Circles                           | 4                | -                | 39               | -                |
|                                                | 54                           | 28               | 29               | 30               | 16               | Professional Liability Insurance          | 3                | -                | 28               | -                |
|                                                |                              |                  |                  |                  |                  | Ergonomics                                | 3                | -                | 34               | -                |
|                                                |                              |                  |                  |                  |                  | Forensic Psychology                       | 2                | -                | 37               | -                |
|                                                |                              |                  |                  |                  |                  | Behavior Modification                     | 1                | -                | 39               | -                |
|                                                |                              |                  |                  |                  |                  | Organizational Climate                    | 1                | -                | -                | 40               |

| TOPIC                                          | Total # Of Pages Of Coverage | 1960s Rank Order | 1970s Rank Order | 1980s Rank Order | 1990s Rank Order | Total # Of Pages Of Coverage              | 1960s Rank Order | 1970s Rank Order | 1980s Rank Order | 1990s Rank Order |
|------------------------------------------------|------------------------------|------------------|------------------|------------------|------------------|-------------------------------------------|------------------|------------------|------------------|------------------|
|                                                |                              |                  |                  |                  |                  | TOPIC                                     |                  |                  |                  |                  |
| Convention Programs                            | 466                          | 7                | 4                | 4                | 7                | Employee Attitudes, Health and Well-Being | 45               | -                | 40               | 20               |
| EEO Issues                                     | 465                          | 3                | 3                | 8                | 5                | Performance Appraisal                     | 43               | 23               | 32               | 32               |
| Positions Available                            | 382                          | 26               | 10               | 7                | 4                | Ethics                                    | 41               | 15               | 36               | 23               |
| The Field of I/O                               | 309                          | 4                | 8                | 5                | 11               | Interviewing                              | 39               | 13               | -                | 20               |
| Practice and Industry                          | 266                          | 17               | 27               | 6                | 6                | Validation Research                       | 34               | -                | 18               | 27               |
| Academia                                       | 261                          | 5                | 6                | 13               | 8                | Integrity Testing                         | 33               | -                | 33               | 35               |
| Messages From the President                    | 215                          | 6                | 9                | 10               | 12               | Job Analysis                              | 32               | 18               | 41               | -                |
| APA Issues                                     | 205                          | 11               | 7                | 9                | 18               | APS Issues                                | 28               | -                | -                | 21               |
| Person Profiles                                | 176                          | 27               | 11               | 16               | 9                | Unions                                    | 27               | -                | 31               | 28               |
| International Issues                           | 145                          | 9                | 15               | 11               | 17               | Motivation                                | 24               | 14               | 31               | -                |
| Student Issues                                 | 141                          | 20               | 21               | 19               | 10               | Leadership                                | 24               | 25               | 25               | 40               |
| General Testing Issues                         | 133                          | 16               | 20               | 12               | 14               | Teams                                     | 22               | -                | -                | 31               |
| Journals and Publishing                        | 116                          | 10               | 12               | 15               | 22               | Job Evaluation and/or Compensation        | 20               | 29               | 42               | -                |
| Licensure                                      | 109                          | 12               | 22               | 18               | 13               | Downsizing                                | 18               | -                | -                | 26               |
| General Research Issues                        | 98                           | 19               | 16               | 14               | 24               | Job Satisfaction                          | 18               | -                | 23               | 30               |
| Ad Information Sheets                          | 83                           | -                | 14               | 17               | 25               | Miscellaneous Legal Issues                | 15               | -                | 35               | 39               |
| Selection Technology                           | 64                           | 8                | 24               | 33               | 19               | Training                                  | 15               | 22               | -                | -                |
| Organizational Change and Development          | 61                           | -                | 38               | 23               | 15               | Job Placement                             | 6                | -                | 37               | -                |
| Assessment Centers                             | 56                           | -                | 19               | 21               | 27               | OB                                        | 5                | -                | 26               | 34               |
| The Changing Nature of Jobs and I/O Psychology | 54                           | 21               | 13               | 26               | 29               | Quality Circles                           | 4                | -                | 39               | -                |
|                                                | 54                           | 28               | 29               | 30               | 16               | Professional Liability Insurance          | 3                | -                | 28               | -                |
|                                                |                              |                  |                  |                  |                  | Ergonomics                                | 3                | -                | 34               | -                |
|                                                |                              |                  |                  |                  |                  | Forensic Psychology                       | 2                | -                | 37               | -                |
|                                                |                              |                  |                  |                  |                  | Behavior Modification                     | 1                | -                | 39               | -                |
|                                                |                              |                  |                  |                  |                  | Organizational Climate                    | 1                | -                | -                | 40               |

In the 1980s, talk about the possible reorganization of APA continued. Society members pushed for reorganization in an attempt to separate us from dealings with health care issues while allowing us to continue association with similar others and exercise some control over APA-related issues. Although APA did not vote in favor of such reorganization, this debate stimulated more than the usual amount of TIP coverage regarding APA Issues. Furthermore, failure to pass the APA reorganization vote led many Society members to join and support the newly formed APS. See Milt Hakel's article in this TIP for a complete treatment of the issues that led to the Society's incorporation. Both Technology and Employee Attitudes Health and Well-Being appeared for the second decade in a row. Coverage of these topics increased, when compared to the previous decade. Issues related to Integrity Testing and General Testing were also at an all-time high, probably because of our fight in the "Truth-in-Testing" legislation (legislation regarding test disclosure) during the 1980s. Quality Circles appeared for the first time in TIP during the 1980s, and finally, for the first time ever, more emphasis was placed on Practice and Industry than Academia. In fact, discussion revolving around Practice and Industry reached an all-time high during the 1980s while discussion about Academia was at an all-time low.

This brings us to the present. In the 1990s we generally spend less space discussing APA Issues than we did in the past. Regarding Practice and Industry versus Academia, coverage has reached a balance that we have never seen before. Both topics are covered extensively, with neither outweighing the other. Student Issues are receiving more attention than has typically been shown in the past. Technology is gaining momentum, with discussion about this topic at an all-time high. The Changing Nature of Jobs and I/O Psychology is also receiving more coverage than usual, as we move toward the twenty-first century. Finally, Teams has made its debut as a topic of interest to TIP readers.

In summary, Table 1 reveals a consistency in the top five topics of interest to TIP readers. Beyond these five, a number of topics have waxed and waned over the decades, largely responding to current events and various trends in the field. It is interesting to note that, overall, Practice and Industry and Academia have received the same amount of TIP coverage. As previously mentioned, coverage has not always been equal, within a given decade. However, current trends reveal that we are now attending to the two areas equally. Such balanced coverage suggests that TIP is truly practicing the Scientist-Practitioner model that we I/O psychologists like to preach.

#### TIP Editors (and the evolution of editor excuses)

Undoubtedly, the editors of TIP deserve some credit for this newsletter's successful evolution. Table 2 lists those individuals who have served as TIP

**Table 2. TIP Editors, their Tenure, and Associated Division 14 Presidents**

| EDITOR    | VOLUME | YEAR         | PRESIDENTS                                             |
|-----------|--------|--------------|--------------------------------------------------------|
| Perloff   | 1-2    | 1964-1965    | Wallace, Baxter                                        |
| Boulger   | 3-9    | 1966-1972    | Stagner, Dunnette, Ash, Seas-shore, Owens, Meyer, Bray |
| MacKinney | 9-13   | 1972-1976    | Guion, Fleishman, Grant, Porter                        |
| Kavanagh  | 14-16  | 1976-1979    | Thayer, Campbell, Sparks                               |
| Zedeck    | 17-19  | 1979-1982    | Tenopyr, Vroom, MacKinney                              |
| Howard    | 20-22  | 1982-1984    | Campbell, Hakel, Schneider                             |
| Muchinsky | 22-23  | 1983-1986    | Schneider, Goldstein                                   |
| Farr      | 24-26  | 1986-1989    | Zedeck, Ilgen, Howard                                  |
| Kozlowski | 27-29  | 1989-1992    | Schmitt, Landy, Klimoski                               |
| Kraiger   | 30-32  | 1992-1995    | Cascio, Sackett, Borman                                |
| Covert    | 33-34  | 1995-present | Campion, Farr                                          |

editors, the dates of their tenure, and the Division 14 presidents that they worked with. These editors have consistently maintained high editorial standards, providing TIP issues in a timely and efficient manner...usually. And when TIP wasn't on time—well, there was always a good excuse. This brings us to the final phase of our analysis—the evolution of TIP editors' excuses for "why you received your TIP late." We believe that as the field of I/O psychology has grown increasingly sophisticated, so too have the excuses. Examine Table 3 and see what YOU think.

#### Summary and Conclusion

The TIP newsletter has undergone some dramatic changes since it first began in June of 1964. TIP's flexibility has allowed it to evolve with the times, while its structure has enabled this publication to achieve its primary

**Table 3. TIPical Excuses**

| EDITOR    | YEAR         | EXCUSE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Boulger   | 1971         | "Doug Bray received a complaint from a business school faculty member who has been at the same school almost as long as TIP has been published, yet he is not receiving TIP. His address is correct on the APA mailing list we use, so perhaps we should assume that there are mail thieves in the b-school who snatch this valuable addition to the Psychological Literature."                                                                                                                                                                                                                                                                                                |
| MacKinney | 1972         | "Never trust anybody in a hurricane. I couldn't let this opportunity pass without mentioning the summer snafu we of TIP fame experienced. Ironically, everything for the summer issue was mailed from my office to John Boulger at about the time of Hurricane Agnes. Whether there is any cause and effect here, of course, is not known. What is known is that the entire summer issue disappeared into the vast void between here and Greensboro and in spite of repeated exchanges between this office and the ponderous, but lovable, U.S. Post Office, nothing has been seen of it since."                                                                               |
| Kraiger   | 1994         | "July's TIP arrived embarrassingly late for most of you. There are three critical time periods for getting TIP out on time. Each deadline requires 25-30 hours over a 3-day period sifting through submissions, selecting submissions, and copy editing. Then, there are two rounds of reviews of proofs. One is turned around (ideally) in 48 hours, the second is in 24 hours. This time, there was an unexpected third round of proofs, and it arrived via overnight mail the day after I moved this summer. Three weeks later, the new resident took the package to our real estate agent, thinking that 'perhaps it was something important.' And thereby hung your TIP." |
| Coover    | any time now | I lost the floppy; I mean my hard disk crashed; No, No, the INTERNET crashed. Yea, that's it, the INTERNET CRASHED!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

goal—to keep the membership informed regarding society activities and to provide a forum in which we can jointly examine problems and issues that affect us as scientists and practitioners. In the words of S. Rains Wallace (1964), over the years TIP has served to "help us...to talk more to each other and (it has given) us something more to talk about."

### SIOP Deadlines

**February 15, 1997:**

TIP April issue advertising deadline.

**February 28, 1997:**

Workshops pre-registration form and payment.  
**March 7, 1997:**  
 Conference pre-registration form and payment.

**March 7, 1997:**

Pre-conference brewery tour and dinner.

**March 8, 1997:**

Hotel Reservations for Adam's Mark Hotel.

**March 28, 1997:**

Job Placement Services pre-registration.

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business strategies<sup>SM</sup>*

**SIOP ANNUAL CONFERENCE '97:  
WHAT YOU NEED TO KNOW**

**ADAM'S MARK HOTEL, ST. LOUIS  
APRIL 11-13, 1997  
WORKSHOPS: APRIL 10, 1997**

**Katherine Klein  
University of Maryland at College Park**

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**Your Secretary.**

**The person who types your letters, organizes your files, takes your calls, prepares your expense reports.**

Planning to attend SIOP's Annual Conference in St. Louis this year? I hope so. This article provides you with all the information and the forms you need.

**Deadlines, Deadlines, Deadlines and Addresses Too!**

A few words of caution: There are several registration deadlines—for the hotel, the Conference itself, the Pre-Conference Workshops, the Pre-Conference Tour and Dinner, and Job Placement Services—and almost every deadline is different. Further, each form gets mailed to a different address.

**Some Background For Those Who Have Not Attended SIOP Before**

If you have not attended SIOP's Annual Conference in the past, here's some background information. Each year, approximately 2,000 I/O Psychology, Organizational Behavior, and Human Resources Management professors, practitioners, and graduate students attend the SIOP conference. Symposia, panel discussions, debates, poster sessions, and round tables run from 8:00 a.m. until approximately 6:00 p.m. on Friday and Saturday, and from 8:00 a.m. until 12:30 p.m. on Sunday. At any given moment during the day, one may choose from approximately 10 concurrent sessions. Although the Conference program has not been finalized as of this writing, sessions addressing traditional and "hot" topics (e.g., Selection, Leadership, Work & Family, Statistical Methods, Teams, Training) are sure to take place. Receptions will be held on Thursday, Friday, and Saturday evenings from 6:00 to 8:00 p.m.

**Adam's Mark Hotel Registration**

You'll find the Hotel Reservation Form for the Adam's Mark in St. Louis on page 114. The conference rate is in effect until March 8, 1997 or until SIOP's room block at the Adam's Mark is sold out—whichever comes first. Last year, the Conference hotel sold out very early. Make your hotel reservation today.

### **Special Student Room Rate at the Adam's Mark**

This year, there's a special room rate available at the Adam's Mark Hotel for SIOP's student members: \$93 plus tax, per night (plus \$10 for each additional person in the room per night). Fifty rooms will be available at this rate. Rooms will be assigned on a first-come, first-served basis until **March 8, 1997** or until SIOP's student room block is full, whichever comes first. The SIOP Administrative Office must confirm that individuals reserving rooms at the student rate are in fact student members of SIOP. If you are not, you will be notified and charged the conference rate at the hotel (if it is available).

### **Conference Registration**

The Conference Pre-Registration Form appears on page 115. Pre-register now and you'll pay less now than you would if you registered on-site and it will take less time for you to pick up your registration materials in St. Louis. The deadline is **March 7, 1997**.

### **Pre-Conference Workshops**

The Pre-Conference Workshops will take place on Thursday, April 10, 1997. The Workshops Pre-Registration Form is on pages 118 and 119. Workshops are described on pages 120-136. The deadline for pre-registering is **February 28, 1997**.

### **Job Placement Services**

Looking for a new position? Have a position to fill? Use the Job Placement Services Pre-Registration form available on page 139. Job Placement Services pre-registrations are due by **March 28, 1997**.

### **New This Year: Credit Card Payment**

For the first time, you can pay for your Conference, Workshops, and Job Placement Registration by credit card (American Express, Visa, or MasterCard) or by check (U.S. currency only).

### **Airline Transportation: Consider TWA!**

TWA, the official airline carrier for the 1997 SIOP Conference, is offering a 5% discount off any regular airfare to the conference (including supersavers). To get the discount, call TWA at (800) 325-4933 or have your travel agent call for you and mention SIOP's Meeting Code: V15083. SIOP earns one free

round-trip airfare within the continental U.S. for every 40 round-trip flights booked through this service. SIOP uses these certificates for official SIOP business (e.g., visits to investigate possible sites for the SIOP conference in future years). Last year, SIOP earned two certificates. Please help SIOP earn three or four certificates this year.

### **Transportation From the St. Louis Airport to the Hotel**

The Adam's Mark Hotel is about 20 miles from the St. Louis airport. You have three options to get from the airport to the hotel. A taxi, your first option, will cost approximately \$24. Your second option, the Airport Express Shuttle, runs vans to several downtown hotels, including the Adam's Mark. Vans leave the airport every 25 to 30 minutes. The fare is \$10 one-way and \$15 round-trip. Your third option, the cheapest, is Metrolink. Pay \$1.00 and take this light rail subway system from the airport to the 8th and Pine Station, just three blocks from the Adam's Mark. Trains run approximately every 10 minutes.

### **Planning to Bring Your Children to the SIOP Conference?**

If you are planning to bring your children to SIOP, you might find it helpful to know who else will be bringing their kids. You might share a babysitter, or take turns watching each other's children, or just let the children play together. If you'd like to put your name on the list of parents bringing kids to SIOP, e-mail ([Klein@bss3.umd.edu](mailto:Klein@bss3.umd.edu)), call (301/405-5929), or fax (301/314-9366) me with your name, address, and child(ren)'s name(s) and age(s). Before SIOP, I will distribute the list to everyone whose name is on it so parents may contact each other if they wish.

### **5K Road Race**

Once again, there will be a 5K road race during the Conference. Pre-register now to reserve your space on the starting line, your t-shirt, and your bragging rights. The deadline for pre-registrations is April 1, 1997.

## ADAM'S MARK HOTEL RESERVATION FORM

St. Louis, April 11-13, 1997 (Workshops: April 10, 1997)

### CONFERENCE PRE-REGISTRATION FORM: SIOP '97

Arrival Date: \_\_\_\_\_ Time: \_\_\_\_\_ Departure Date: \_\_\_\_\_  
Name: \_\_\_\_\_ Sharing with: \_\_\_\_\_  
Mailing address: \_\_\_\_\_

The deadline for advance registration is March 7, 1997. Anything received after this date will be held for on-site processing; on-site fees will apply. Please type or print clearly.

NAME (as you wish it to appear on your conference badge): \_\_\_\_\_

Telephone: \_\_\_\_\_

Number of individuals: \_\_\_\_\_

Conference Rate:  Single (\$119)  Double (\$132)  
SIOP Student Member Rate:  Single (\$93)  Double (\$103)

Do you prefer:  
 Queen Bed  2 Double Beds  
 Smoking  Non-smoking

Prices listed above are in effect until March 8, 1997 or until SIOP's room block is filled, whichever comes first. Student membership in SIOP will be checked. The conference rate for each extra adult staying in a room is \$20 per night; the student rate for each extra adult staying in a room is \$10 per night. Reservations made after March 8th or after SIOP's room block is full will be assigned based upon availability at the hotel's prevailing published rates. All reservations must be guaranteed for late arrival (after 4 p.m.) with a credit card or one night's deposit plus 14.1% tax. There is no penalty for reservations canceled 48 hours prior to arrival. Reservations canceled within 48 hours of arrival will be charged one night's room and tax to the credit card, or that amount of deposit will be forfeited.

American Express  MasterCard  Discover  
 Diners Club  Visa  Enroute  JCB

Credit Card # \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Print name as it appears on the card: \_\_\_\_\_

Signature \_\_\_\_\_

Mail form to: Adam's Mark Hotel, Reservations Department  
4th and Chestnut Streets,  
St. Louis, MO 63102  
Or, fax to: (314) 241-6618 Or, call: (314) 241-7400

#### MAILING ADDRESS: \_\_\_\_\_

#### ORGANIZATIONAL AFFILIATION (if long, please abbreviate): \_\_\_\_\_

REGISTRATION FEE:  
 \$ 75 SIOP Member (\$100 on-site)  
 \$130 SIOP Non-Member (\$155 on-site)  
 \$ 45 Student (\$55 on-site)

#### PAYMENT:

If Paying by Check: Check #: \_\_\_\_\_ Check Amount: \_\_\_\_\_  
(Check or money order is payable to SIOP Workshops; U.S. currency only)

If Paying by Credit Card:  Amer. Ex.  Visa  MasterCard  
Credit Card # \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Print Name as it appears on card: \_\_\_\_\_

Signature: \_\_\_\_\_  
Mail this form and your payment (but not your Workshops registration, Job Placement registration, or hotel reservation) to:  
John K. Kennedy, Jr.  
Brecker & Merryman, Inc.  
228 East 45th Street  
New York, NY 10017

IMPORTANT: To receive a confirmation of your registration prior to the Conference, include a self-addressed, stamped envelope. Otherwise, you will receive no confirmation or receipt until you pick up your registration materials at the Conference.

## PRE-CONFERENCE WORKSHOPS: WHAT YOU NEED TO KNOW

### SENDING IN YOUR ADVANCED REGISTRATION FORM

#### DESCRIPTION OF WORKSHOPS AND DEADLINE

See pages 120-136 for detailed descriptions of the 1997 SIOP Pre-Conference Workshops. Your Workshops Registration Form and registration fee must be received on or before February 28, 1997. Workshops typically sell out during the pre-registration period. On-site registration is ONLY available if someone who has pre-registered for a workshop fails to show up.

#### DATE AND SCHEDULE

The workshops will take place on Thursday, April 10, 1997, the day before the regular program of SIOP Conference begins. More specifically:

Registration: 7:15 a.m. - 8:30 a.m.

Morning Workshops: 8:30 a.m. - 12:00 p.m.

Lunch: 12:00 p.m. - 1:30 p.m.

Afternoon Workshops: 1:30 p.m. - 5:00 p.m.

Reception (Social Hour) 5:30 p.m. - 7:30 p.m.

#### HOW TO REGISTER

To register, complete the Pre-Conference Workshops Registration Form on page 118-119. Registration for the Workshops is by mail on a first-come, first-served basis. Registration by fax or telephone will not be accepted. Each workshop is presented twice—once in the morning and once in the afternoon. You must register for two workshops (no half days). The Workshops Registration Form asks you to list your top six choices. Workshops fill up very quickly, so please list all six choices. If you list fewer than six workshops and your choices are filled, we will assume that you are not interested in any other workshops and your registration will be returned to you.

#### COST

|                                                                                                                                                                                                                            |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| SIOP Members, Fellows, and Student Affiliates:<br>APA and APS Members, Fellows, and Student Affiliates:                                                                                                                    | \$270* |
|                                                                                                                                                                                                                            | \$355  |
| Non-Members of SIOP, APA, and APS:                                                                                                                                                                                         | \$410  |
| (*Membership in SIOP will be checked.)                                                                                                                                                                                     |        |
| Fee includes all registration materials for two workshops, lunch, and social hour. Additional guest tickets for the social hour may be purchased at the door. The cost will be posted at the door of the social hour room. |        |

Your Workshops Registration Form and registration fee must be received on or before February 28, 1997. Mail the form to:

Victoria B. Crawshaw  
SIOP Workshops Co-Registrar  
Sears, Roebuck and Co.  
D/707-9, E2-109A  
3333 Beverly Road  
Hoffman Estates, IL 60179  
Telephone: (847) 286-9031

#### IF YOUR ORGANIZATION IS PAYING...

Please forward a copy of your Workshops Registration Form directly to the co-registrar, Victoria B. Crawshaw, even if your organization is sending the check separately. (Sometimes they don't send the form.) Indicate on the copy of the form that your organization is paying. Make sure your name is on the check. (Sometimes organizations don't indicate whom the payment is for.) Keep in mind that your registration will not be finalized until payment is received.

#### CANCELLATION POLICY

If you must cancel your Workshops registration, notify Victoria Crawshaw in writing at the address above. Workshop fees (less a \$60 administrative charge) will be refunded until March 13, 1997. A 50% refund will be granted between March 13, 1997 and March 27, 1997. No refunds will be granted after March 27, 1997. All refunds will be made based on the date when the written request is received.

#### QUESTIONS ABOUT REGISTERING FOR THE WORKSHOPS

If you have questions about registering, please contact:

Karen M. Barbera      OR      Victoria B. Crawshaw  
SIOP Workshop Co-Registrar  
Personnel Research Associates, Inc.  
Telephone: (847) 640-8820      Telephone: (847) 286-9031

## SIOP PRE-CONFERENCE WORKSHOPS REGISTRATION FORM

### WORKSHOP SELECTION

Workshops take place on April 10, 1997. The deadline for Advanced Registration is February 28, 1997. Please complete both sides of the registration form and type or print clearly.

Name as you wish it to appear on your Conference badge:

Dr.  Ms.  Mr. \_\_\_\_\_

Position: \_\_\_\_\_

Organizational Affiliation (33 characters maximum, including spaces)

#### Type of Organization (check one):

- Academic-Faculty       Consulting Firm       Other
- Academic-Student       Government/Military
- Business/Industry       Health Services

Mailing Address: \_\_\_\_\_

Bus. Phone: ( ) \_\_\_\_\_ Home Phone: ( ) \_\_\_\_\_

#### MEMBERSHIP STATUS AND COST (check one only)

- SIOP Member/Fellow/Student Affiliate      \$270
- APA/APS Member/Fellow/Student Affiliate      \$355
- Non-Member of SIOP/APA/APS      \$410

#### PAYMENT

If Paying by Check: Check #: \_\_\_\_\_ Check Amount: \_\_\_\_\_  
(Check or money order is payable to SIOP Workshops; U.S. currency only)

If Paying by Credit Card:  Amer. Ex.  Visa  MasterCard

Credit Card # \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Print Name as it appears on card: \_\_\_\_\_

Signature: \_\_\_\_\_  
(Please be sure to answer the questions on the next page too!)

All workshops are designed as half-day workshops to be offered in the morning and repeated in the afternoon. You must register for two half-day workshops. Based upon your choices and on workshop availability, you will be assigned to two workshops. Please list 6 choices in order of preference (1st is highest preference, 6th is lowest preference). If you list fewer than six choices and those you list are filled, we will assume that you are not interested in any other workshops and your registration will be returned to you.

| Section Number    | Section Title |
|-------------------|---------------|
| 1st Choice: _____ |               |
| 2nd Choice: _____ |               |
| 3rd Choice: _____ |               |
| 4th Choice: _____ |               |
| 5th Choice: _____ |               |
| 6th Choice: _____ |               |

Registration for the Workshops is by mail only (not fax or phone), on a first-come, first-served basis. Payment must be received for a registration to be processed. SIOP Membership will be checked. Mail your form (and check if applicable) to:

Victoria B. Crawshaw  
SIOP Workshops Co-Registrar  
Sears, Roebuck, and Co.  
D/707-9, E2-109A  
3333 Beverly Road  
Hoffman Estates, IL 60179  
Telephone: (847) 286-9031

Remember your workshop Registration Form and fee must arrive on or before February 28, 1997.

## Pre-Conference Workshops

Sally Hartmann

### WORKSHOP 1 (Half Day) RECENT DEVELOPMENTS IN EMPLOYMENT LITIGATION

Nancy E. Rafuse  
Paul, Hastings, Janofsky  
& Walker, LLP

Kathleen K. Lundquist  
Applied Psychological  
Techniques, Inc.

This half-day workshop will cover recent court opinions, regulatory enactments and legislation related to EEO and employment law. The focus of this workshop will be on recent decisions under Titles VI and VII of the Civil Rights Act, the Age Discrimination in Employment Act and the Americans with Disabilities Act. Particular emphasis will be on the interpretation of the Civil Rights Act of 1991 now that the lower courts as well as the appeals courts have had the opportunity to consider and address the burdens placed on employers when adopting and implementing selection procedures. Also included in this workshop will be a discussion of issues related to the involvement by the I/O Psychologist in litigation, either as a consultant or an expert witness, which will include:

- the basic procedural requirements in a lawsuit or regulatory challenge;
- the practicalities of agreeing to testify as an expert;
- the rules of evidence and discovery as applied to an expert witness;
- and
- the attorney-client privilege and work product immunity as applied to an expert witness.

Nancy E. Rafuse is an Associate in the Atlanta office of Paul, Hastings, Janofsky and Walker, LLP, specializing in employment law, litigation, and civil rights matters. Since joining Paul, Hastings in 1991, Ms. Rafuse has represented employers in all aspects of employment and civil rights litigation, including class actions under Title VI and VII of the Civil Rights Act of 1964 and Title IX of the Education Amendments. Before joining Paul, Hastings, Ms. Rafuse clerked for the Hon. B. Avant Edenfield, U.S. District Court Judge, Southern District of Georgia, and worked for the District Attorney in the Northeastern Judicial Circuit of Georgia handling criminal jury trials.

Ms. Rafuse has been published in the *Employee Relations Law Journal* and is the co-author of Chapter 5 "Scored Tests," *Employment Discrimination Law, Schlei and Grossman* (to be published in the third edition

scheduled for publication in 1996). Ms. Rafuse received her BBA degree and her J.D. degree from the University of Georgia.

Kathleen Kappy Lundquist is the founder and President of Applied Psychological Techniques, Inc. (APT). APT specializes in the design and validation of employee selection procedures, skills assessment measures and performance management systems. Dr. Lundquist's clients range from public sector employers to multinational corporations in the banking, electronics, utility, and pharmaceutical industries. She has consulted for both plaintiffs and defendants in connection with test validity, test fairness, and employment discrimination issues. In addition to consulting, she frequently serves as an expert witness in selection procedure litigation.

Prior to founding APT, Dr. Lundquist was Vice President and New York area regional manager of HRSstrategies. Her work experience also includes working for Hewitt Associates as a Performance Management consultant and for Southern California Edison as Manager of Human Resources Measurement and Development. Dr. Lundquist received her Ph.D. from Fordham University.

Coordinator: L. Rogers Taylor, State Farm Insurance.

### WORKSHOP 2 (Half Day) GOING ELECTRONIC: WHAT TO CONSIDER BEFORE MOVING YOUR SURVEY OR PERFORMANCE APPRAISAL ON-LINE

Richard L. Brescia  
IBM Corporation

Karen B. Paul  
3M

The information age is upon us and with it comes an increased urgency by many organizational stakeholders to move all assessment processes on-line. This workshop focuses on some of the common issues and information needed to shift to on-line assessments successfully. This workshop is based on the insight two practitioners gained through their experiences instituting two different types of on-line assessments: performance appraisals and organizational surveys.

The workshop will address issues common to moving from paper-based toward on-line assessments. Specific topics to be covered are:

- Front-end requirements/specifications process
- Managing expectations
- Technology platforms: Making sure your system isn't in the wilderness
- Users: How to prepare them.

This half day workshop will also include a short demonstration of the systems discussed. The workshop will conclude with a discussion among participants concerning the integration and future of on-line assessments.

**Richard L. Brescia** has held several Human Resource Management positions since joining IBM in 1990. Currently, he is Program Manager, Performance Management and Skills, as part of IBM's Global Human Resources staff. In this role, he is responsible for worldwide implementation of IBM's performance management process and skills development strategy. His other areas of expertise include HR research and program design, human resources development strategy, leadership and management development, compensation program design, and 360 degree feedback.

Prior to joining IBM, Mr. Brescia held a number of Human Resources positions at the University of Illinois at Urbana-Champaign. He holds Bachelor and a Masters degrees in Spanish, as well as a Masters degree in Labor and Industrial Relations from the University of Illinois, Champaign-Urbana. He is also a Certified Compensation Professional, American Compensation Association.

**Karen B. Paul** is Manager of Survey Research for 3M's Human Resources Measurement Systems Strategy Center. Dr. Paul's Survey Research group provides consulting services in all facets of organization assessments, including survey design, administration, analysis, feedback, and action planning. Previously, Dr. Paul was Manager of Research & Development for Organizational Assessment Systems, a division of National Computer Systems (NCS). She has presented her research at many national conferences of professional organizations and has also been published in several professional journals, including the *Journal of Applied Psychology and Training & Development*. Dr. Paul received her Ph.D. in I/O Psychology from Bowling Green State University. Her areas of expertise include statistics, psychometrics, and survey measurement.

Coordinator: Nancy L. Rotchford, Microsoft Corporation.

### WORKSHOP 3 (Half Day) MAKING ORGANIZATIONAL SURVEYS MORE USEFUL

**Allen I. Kraut**  
Baruch College, C.U.N.Y.

**Sarah R. Johnson**  
Eastman Kodak Company

This workshop will focus on ways to make organizational surveys more effective means for gathering data of value and converting this information into usable knowledge. The process of data gathering and later application will be examined from both theoretical and practical points of view.

Organizational surveys can be seen as a form of "intelligence gathering." In order to influence policy and practice, such data must meet several criteria, such as being timely, understandable, reliable, valid, comprehensive, and structured to consider alternative actions. The practical meaning of these criteria in the survey process will be explored.

Survey researchers must also take action to obtain or develop the organizational commitment and resources to respond to survey findings. The support of both top management and relevant staff must be gained. The workshop will discuss and illustrate techniques to build and test this support. These methods will include exercises to get at management's hopes and concerns, the use of "steering committees," and engaging management in various kinds of "booster" roles.

Finally, we will focus on summarizing and presenting survey results in a way that makes them easy for managers unfamiliar with surveys or statistics to understand and use. Some simple techniques for data summary and presentation, which readily suggest follow-up actions to the audience, will be shown and discussed.

**Allen I. Kraut** is Professor of Management at Baruch College, City University of New York, and President of Kraut Associates, a consulting firm specializing in opinion survey research. Formerly in charge of IBM's worldwide survey programs, he received SIOP's 1995 Distinguished Professional Contributions Award, recognizing his work in advancing the usefulness of organizational surveys. In 1996, Jossey-Bass published *Organizational Surveys: Tools for Assessment and Change*, by Allen I. Kraut and Associates.

**Sarah R. Johnson** is Director of Employee and Organization Research at the Eastman Kodak Company, where she is responsible for worldwide census and sample surveys conducted by the company. Previously, she was Program Director, Worldwide Human Resources Research at the IBM Corporation, where she led a major redesign of the company's survey program and consulted with external companies on developing their own internal survey programs.

### WORKSHOP 3 (Half Day)

Coordinator: Susan A. Walker, Federal Express.

**WORKSHOP 4 (Half Day)**  
NEW MODELS OF HR

**Wayne F. Cascio**  
University of Colorado-Denver

Anytime, anywhere—real space or cyberspace—welcome to the new paradigm of work. While the new changes may be exciting, potentially

they are also intimidating, for they require considerable changes in the role and function of the HR professional or I/O psychologist. This will be an interactive workshop in which participants will develop people-related business strategies for managing:

- In a horizontal organization
- A virtual organization
- Strategic decisions related to outsourcing
- Hoteling
- New forms of compensation and incentives to align employee behaviors with business objectives.

Company examples will illustrate the emerging role of HR in downsized, restructured, re-engineered work environments. More importantly, we will identify the critical HR competencies needed to thrive and survive in the late 1990s.

Wayne F. Cascio (Ph.D. in I/O Psychology, University of Rochester) is past president both of SIOP and the HR Division of the Academy of Management. He received the Distinguished Faculty Award from the Academy of Management in 1988, and the Bernis Award from the IPMA Assessment Council in 1994. A prolific researcher and writer, he is the author of *Applied Psychology in Human Resource Management* (5th ed., scheduled 1998), *Managing Human Resources* (5th ed., scheduled 1998), and *Closing Human Resources* (3rd ed., 1991). He has consulted with over 150 public and private sector organizations on six continents.

Coordinator: Patrick M. Wright, Cornell University.

#### WORKSHOP 5 (Half Day) PERSONALITY AND INTEGRITY TESTING FOR PERSONNEL SELECTION: ISSUES AND CONTROVERSIES

Leaetta M. Hough                    Paul R. Sackett  
The Dunnette Group, Ltd            University of Minnesota

Coordinator: Diane Daum, Personnel Research Associates, Inc.

#### WORKSHOP 6 (Half Day) 360-DEGREE FEEDBACK: DELIVERING ON DEVELOPMENT

David B. Peterson, Susan H. Gebelein, Sarah A. Hezlett  
Personnel Decisions International

Coordinator: Diane Daum, Personnel Research Associates, Inc.

This workshop will focus on providing attendees with a basis for sound decisions about the incorporation of personality or integrity testing into selection systems. Issues that have proven controversial about these kinds of tests will be reviewed from the perspectives of both the critic and the supporter of personality and integrity testing. Topics examined include job analytic techniques, the use of the "Big 5" versus other conceptual frameworks, legal issues in light of the ADA and the Civil Rights Act of 1991, response distortion, concerns about the social costs of misclassification, and the research base supporting personality and integrity tests.

Across the globe, 360-degree feedback has become an increasingly prominent feature in the landscape of HR practices. Many organizations have implemented 360-degree feedback systems to facilitate employee development. Yet, recent research has suggested feedback in general, and 360-degree feedback in particular, does not necessarily lead to improved performance. What differentiates those who develop after receiving feedback from those who don't? How can organizations help professionals, managers, and executives develop?

This workshop will focus on how to design 360-degree feedback interventions so that what happens after the feedback is delivered is as powerful

**Leaetta M. Hough** is a leading researcher in the use of personality measures for making personnel decisions. She published a *Journal of Applied Psychology* monograph (1990) on the validity of personality constructs and the effect of intentional distortion on validity and recently authored a chapter on personality for the *Frontier Series* book edited by Kevin R. Murphy, *Individual Differences and Behavior in Organizations*. She received her Ph.D. from the University of Minnesota in 1981, has authored over 150 published articles, chapters, technical reports, and conference papers, is a co-editor of the four-volume *Handbook of Industrial and Organizational Psychology*, and is a fellow of SIOP, APA, and APS. She is president of the Dunnette Group, Ltd.

**Paul R. Sackett** holds the Carlson Professorship in Industrial Relations at the University of Minnesota. He received his Ph.D. in Industrial/Organizational Psychology at the Ohio State University, and has served on the faculties of the University of Kansas and the University of Illinois at Chicago. Dr. Sackett's research interests include the assessment of managerial potential, honesty in the workplace, psychological testing in workplace settings, and methodological issues in employee selection. He served as the editor of *Personnel Psychology* from 1984 to 1990, and co-authored the text *Perspectives on Employee Staffing and Selection*. He served from 1993-1994 as president of SIOP. He is co-chair of the Joint Committee on the Standards for Educational and Psychological Tests, a member of the National Research Council's Board on Testing and Assessment, and a former chair of APA's Committee on Psychological Tests and Assessments.

as possible in accomplishing the desired results. Both theory and research have indicated that feedback is only one step in the process of development. As a stand-alone intervention, 360-degree feedback is predicted to have minimal impact.

Drawing on their research on development and their extensive experience with both individual feedback sessions and large-scale organizational interventions, the presenters will discuss what actions individuals, their managers, and their organizations can take to promote skill development. Practical models of individual development and coaching, grounded in the psychology of how people change and develop, will be described. These models can help managers, leaders, and HR professionals understand the barriers and most common pitfalls that lead to resistance and derail development—and what they can do to avoid them.

Particular emphasis will be placed on organizational examples of how skill development can be enhanced through helping individuals understand development, teaching managers how to serve as coaches, and creating systems that support development. Key findings from research on managers' development following 360-degree feedback will be summarized to complement practical recommendations on how to work with individuals and design organizational interventions to facilitate development. Participants should expect to leave the workshop with a set of criteria for critically evaluating comprehensive development interventions and an understanding of the principles of designing an effective development process.

**David B. Peterson** is Vice President of Individual Coaching Services and of Research and Development at Personnel Decisions International (PDI). During his career, he has specialized in executive coaching and consulting to help business leaders change themselves, their teams, and their organizations. His work with hundreds of individuals and teams has been complemented by his research on how individuals learn, develop new skills, and change their behavior. He has co-authored books on development and coaching. He received his Ph.D. from the University of Minnesota, specializing in both Industrial/Organizational and Counseling Psychology.

**Susan H. Gebelein**, Senior Vice President of Personnel Decisions International (PDI), Profiles and Development Products, is responsible for PDI's multi-rater feedback instruments and development products. She assists organizations in implementing feedback systems and development products to initiate and support strategic priorities and organizational change, creating internal supports to development, and giving developmental feedback in group and individual sessions. She has led product development teams that have created a number of 360-degree feedback instruments and development tools. She is one of the primary writers and editors of the *Successful Manager's Handbook*.

**Sarah A. Hezlett** is a consultant specializing in research on 360-degree feedback instruments. Her work with organizations focuses on analyzing and interpreting data collected with 360-degree feedback instruments to help evaluate skill development, identify training needs, and improve feedback instruments. She is working to complete her Ph.D. in Industrial/Organizational Psychology at the University of Minnesota.

Coordinator: **Lisa M. Collings**, Harris Methodist Health System.

**WORKSHOP 7 (Half Day)**  
**DOWNSIZING, RESTRUCTURING AND REVITALIZATION: THE GOOD, THE BAD, AND THE UGLY**

**Kerry A. Bunker**      **Mirian M. Graddick**  
Center for Creative Leadership      AT&T

New technology, competition, global expansion and other industry dynamics are causing organizations to cut costs and find better ways to compete in the marketplace. Responses to these pressures have generally included downsizing, restructuring, fundamental changes in the nature of work and the psychological work contract. The focus of this workshop will be on the emerging skills and initiatives that the I/O psychologist can bring to bear in conjunction with implementing such transitions and revitalizing in their aftermath. More specifically, strategies and processes will be examined for: (a) deciding who will be retained; (b) dealing fairly and humanely with those whose positions have been eliminated; (c) leading revitalization and recovery efforts in the face of guilt, anger, fear, low morale, breakdown of loyalty, and so forth; (d) helping leaders deal with the complex long-term challenge of building a new psychological employment relationship; and (e) motivating employees to perform effectively with fewer resources.

**Kerry A. Bunker** is a Senior Program Associate in the Leadership Development area of the Center for Creative Leadership. He is a co-designer and program manager of Leading Downsized Organizations: Individual and Organizational Healing. Prior to joining CCL, Dr. Bunker had 11 years of experience at AT&T that included research on the nature of leadership and management during periods of ambiguity, change and organizational transition, and on the unique challenges and stresses confronting women in leadership roles. He was also co-director of the Advanced Management Potential Assessment Program. Dr. Bunker is an I/O Psychologist with a B.A. from the University of Montana, an M.A. from Western Michigan University and a Ph.D. from the University of South Florida.

**Mirian M. Graddick** is currently Vice President-Human Resources-Business Effectiveness, AT&T. She is responsible for functions such as Executive Human Resources, Education and Training, Performance Management and HR Governance. She also supports the HR Leaders in the Local Entry and the Consumer and Small Business Operating Units. Previously, she was Vice President-Executive Human Resources and Multimedia Products Group. Dr. Graddick has conducted research on topics such as the analysis of managerial jobs, correlation of the advancement of women into middle and upper management, the selection and development of U.S. expatriates, integrating business planning and human resource planning and corporate philosophies of management development. Dr. Graddick received her B.A. degree in Psychology from Hampton University, and she received her M.S. and Ph.D. from Penn State in I/O Psychology. In 1987, she attended an Executive Program at the University of Virginia.

Coordinator: William F. Grossnickle, East Carolina University.

### WORKSHOP 8 (Half Day) IS THE SKY FALLING? I/O PSYCHOLOGY IN A CHANGING WORLD

**Benjamin Schneider**  
University of Maryland

Contemporary business organizations are confronted by change in, around, and to them; jobs are being redefined or left undefined, staff are being reduced or changed, supervisors are being replaced by self-managed teams, and management is concerned with global not local markets.

Some suggest that these changes are different than changes that have happened in the past and that business—and I/O Psychology—have neither the tools nor the talent to cope effectively. New organizational forms, new models of I/O Psychology, new this, and new that are required.

This workshop explores the degree to which all of this is new and different and the ways businesses and I/O Psychologists are coping with current changes and can cope with future changes. The workshop will be an interactive one in which the workshop facilitator will present some orienting remarks and participants will present the issues with which they are coping—both effectively and less effectively. The sharing of new opportunities for I/O Psychology in this changing world will be a central theme of the workshop. Our tools can work. The sky is opening up, not falling.

**Benjamin Schneider** is Professor of Psychology at the University of Maryland at College Park where he has been, off and on, since 1971. In-

terludes have included Michigan State University and, for shorter periods, Bar-Ilan University (Israel, on a Fulbright), Peking University (PRC), and the School of Administration and Enterprise of the University of Aix-Marseilles (France). Dr. Schneider's research has primarily been on organizational climate, especially in service organizations where he has been concerned with the organizational climate-customer satisfaction link. His most recent book (with David E. Bowen) is called *Winning the Service Game*, published by Harvard Business School Press. He has been involved in personnel selection and the role of personality in understanding organizational behavior. Dr. Schneider is a past-President of SIOP and is a Fellow of SIOP, APA, APS, and the Academy of Management.

Coordinator: Wade M. Gibson, Psychological Services, Inc.

### WORKSHOP 9 (Half Day) ENTRY-LEVEL MANAGEMENT AND PROFESSIONAL SELECTION: BEST AND MOST COMMON PRACTICES (ARE THEY THE SAME?)

**Nancy T. Tippins**  
GTE Telephone Operations

Organizations spend millions of dollars each year selecting employees for their managerial and professional ranks. Often the selection programs that are most fervently believed in by organizations' management do not meet the rudiments of effective selection as defined by industrial/organizational psychologists. And, probably at least as often, the programs most fervently believed in by I/O psychologists are met with resistance (either active or passive) from management.

This workshop has three main objectives: (a) to review the most common practices in American industry with regard to selection of entry-level management/professional employees, (b) to review the "track records" of each of these practices to see how well "best practice" correlates with "most common practice," (c) to use case studies to discuss why the best selection tools often have short lives in organizations while less effective programs often persist. We will present our list of do's and don'ts for I/O psychologists who want effective (valid) selection programs that also have some staying power. Finally, we will devote some time to discussing some of the new arrivals on the scene of managerial/professional selection.

Summary results of a recent benchmarking study of 43 large organizations will be provided to participants, as will an annotated bibliography of references pertinent to issues in managerial/professional selection.

**Nancy T. Tippins** is the Director of Employee Capability and Competency Design at GTE Telephone Operations in Irving, TX where she is responsible for selection methods, performance management, career planning, employee development, and succession planning. Before coming to GTE, Dr. Tippins was Director of Human Resources Services at Bell Atlantic in Arlington, VA. In that role, she managed the Selection Research function and Test Administration program as well as EEO and affirmative action, outplacement and downsizing, and staffing policies and procedures. She began her career as an industrial and organizational psychologist in the Personnel Research group at Exxon, in Houston, TX. She has been involved in the development, validation, and administration of large scale selection programs throughout her career.

Dr. Tippins is active in SIOP where she has served as Chair of the Committee on Committees, Secretary, and is currently Member-at-Large of the Executive Committee. She is one of the APA's representatives on the ADA Working Committee of the Joint Committee on Testing Practices. Dr. Tippins received her M.S. and Ph.D. in I/O Psychology from the Georgia Institute of Technology. She holds an M.Ed. degree in Counseling and Psychological Services from Georgia State University and a B.A. in History from Agnes Scott College.

**R. Stephen Wunder**, Houston, is a Principal in the Kingwood Group, an organizational and human resources consulting firm. He has consulted with many major companies. Among his professional interests are innovations in employee selection, performance management systems, management development, customer-related issues, and all varieties of survey research. Prior to joining The Kingwood Group, he was on the faculty of the University of Michigan-Dearborn, the director of Exxon Corporation's human resources research and planning activities, and a regional managing principal with Aon Consulting (formerly HRStrategies). Dr. Wunder holds M.A. and Ph.D. degrees in I/O Psychology from Wayne State University, and a B.A. in Psychology from Creighton University. He is an adjunct faculty member at Rice University and at the University of Houston.

Coordinator: John R. Murray, the Kingwood Group.

## WORKSHOP 10 (Half Day) MANAGERIAL AND EXECUTIVE COACHING: PUTTING THE PIECES TOGETHER

**Marc B. Sokol and H. Skipton Leonard**  
**Personnel Decisions International (PDI)**

The objective of this workshop is to introduce I/O psychologists to this

rapidly expanding and dynamic area of practice. This program will describe the process of managerial and executive coaching and provide samples of coaching as actually practiced through case studies and simulations. Emphasizing practice rather than research, the presenters will share their extensive experience coaching executives and managers in large global corporations as well as smaller national, regional, and local companies. The presenters will also discuss the requisite training and credentialing to become qualified to coach at various levels in an organization.

**Marc B. Sokol** is a Senior Consultant with Personnel Decisions International's (PDI) Washington, DC office. His areas of expertise, gained from over 15 years of experience, include organizational effectiveness and change management, leadership development and coaching, technology implementation and impact, team building and facilitation, service quality improvement, and training design and evaluation. He supports PDI and its clients in the areas of assessment and coaching, multi-rater feedback, training, organization and management development.

Dr. Sokol's research and consulting on various topics such as technological change, stress management for teams, career transitions, and organizational dynamics have been presented at national conferences and published in professional journals. He also serves as a reviewer for *The Journal of Business and Psychology* and for *Human Resource Development Quarterly*. Dr. Sokol received his doctoral degree in Industrial/Organizational Psychology from the University of Maryland.

**H. Skipton Leonard** is a Senior Consultant with Personnel Decisions International's Washington, DC office. He has over 20 years of experience helping organizations hire, retain and develop the best executive and managerial talent. Dr. Leonard has also consulted closely with management in efforts to change organizational structure, goals, values, and culture. His consulting clients have included Fortune 500 and other corporations and businesses, major trade associations, professional firms, and universities.

Dr. Leonard received his doctoral and undergraduate degrees in psychology from New York University and Middlebury College respectively. He has also completed a postdoctoral fellowship in organizational consultation at NIMH. Dr. Leonard is a licensed psychologist and is currently an Adjunct Associate Professor at George Mason University's graduate psychology department. A leader in the world of consulting, he has previously been elected the President of the Division of Consulting Psychology of the American Psychological Association. His scholarly interests include the development of innovative consultation practice which he promotes through his editorship of *Consulting Psychology Journal: Practice and Theory*, published by the American Psychological Association. He has numerous publications and presentations to his credit and has co-authored a graduate-level management textbook.

Coordinator: Timothy Clifton, Andersen Consulting

sociates. Their new book is *Future Search: An Action Guide to Finding Common Ground in Organizations and Communities*, Berrett-Koehler.

## WORKSHOP 11 (Half Day) THE FUTURE SEARCH CONFERENCE—A NEW MODEL FOR STRATEGIC PLANNING WITH DIVERSE GROUPS

Marvin R. Weisbord and Sandra Janoff  
Future Search Associates

This workshop will introduce the Future Search Conference model, an innovative means to facilitate systems change and consensus planning among people with diverse interests. In the last decade many fields have used this model to make social, technical, and economic breakthroughs that cannot happen in top-down management meetings and workshops. Future search is an optimal planning strategy for ambiguous problems without boundaries—like the economy, environment, employment, technology, education, health care and community building.

This model stimulates dialogue, discovery and higher-order creativity as people build a shared understanding of their world before taking local action. The Future Search Conference takes 16 hours over 3 days, is built on the value of common ground, not conflict negotiation, and can save months, even years, on implementation of change because it creates such high commitment and clear direction.

The Future Search model is designed on a set of principles: (a) get the “whole system in the room,” (b) think globally, act locally; (c) work toward common ground and desired futures; and (d) self-manage discussions and action plans. It uniquely enables all stakeholders to understand their joint situation better and to take responsibility for it. The workshop will include interactive exercises demonstrating components of the process.

Sandra Janoff has 20 years of experience planning, designing, and facilitating whole-systems interventions in the public and private sector. Her current emphasis is on the Strategic Futures Conference known as Future Search. It is an event which gets the whole system together focusing on the future and creating values-based action strategies. She has applied the principles of this innovative methodology in numerous profit and non-profit settings. Sandra has a Ph.D. in psychology from Temple University, Philadelphia, PA, 1991.

Marv Weisbord is co-director (along with Sandra Janoff) of SearchNet, a non-profit organization that trains experienced facilitators who want to serve their community or organization and links them with non-profit organizations who want to use this planning method. Weisbord and Janoff are also partners in a consulting consortium, Future Search As-

Coordinator: Ira Levin, Kaiser Permanente Medical Care Program.

## WORKSHOP 12 (Half Day) BEYOND LANGUAGE BARRIERS: CULTURAL FACTORS IN IMPLEMENTING I/O SOLUTIONS ABROAD

Harry C. Triandis                    Robert N. Bontempo  
University of Illinois/Champaign-Urbana                    Columbia University

Industries are increasingly “going global,” and industrial psychologists are often called upon to develop or implement employee programs abroad. This workshop will address cross-cultural issues relevant to these goals. The meaning of culture and the identification of key dimensions of cultural variation will be discussed. Topics will include the development of methods and measurement instruments, training techniques, leadership styles, and motivational systems that are culturally sensitive. Examples from consulting with multi-national corporations will illustrate how this can be done optimally, in ways that can satisfy both the head office in the U.S. and their coworkers in other cultures.

Harry C. Triandis earned a Ph.D. in psychology from Cornell University in 1958, and is a Professor of Psychology at the University of Illinois in Champaign-Urbana. He has authored seven books on international issues, and edited the six-volume *Handbook for Cross-Cultural Psychology* (1980-81) and the 4th volume of the *Handbook for Industrial Organizational Psychology* (Triandis, Dunnell, & Hough, 1994). He has been a Guggenheim Fellow, a Fellow of Divisions 8, 9, and 14 of APA, and of AAS, and a distinguished Fulbright Professor to India. He is Past President of Divisions 8 and 9 of APA, the International Association of Cross-Cultural Psychology, the Society for Cross-Cultural Research, and the International Association of Applied Psychology. He has lectured in 40 countries, and has received an honorary degree. His awards include, in 1994, the Klineberg Award from SPSSI; the Distinguished Contributions to International Psychology Award from the American Psychological Association; and the Cattell Award from the American Psychological Society.

Robert N. Bontempo is currently Associate Professor in the Management of Organizations division at the Graduate School of Business of Columbia University. He received his Ph.D. in social psychology from the University of Illinois in 1989, where his dissertation was funded by a grant

from the MacArthur Foundation. In 1992, he was a Fellow at the Stanford Center for Advanced Study in the Behavioral Sciences. His area of specialization is the role of cultural differences in the management of global organizations. In addition to publishing his research in a wide variety of journals, Dr. Bontempo currently serves on the editorial board of the *Journal of Cross-Cultural Psychology*. The focus of Professor Bontempo's consulting practice is the implementation of strategic objectives through the alignment of structure, task design, and HR policies.

Coordinator: Caroline Pike, Knowledge Systems & Research, Inc.

### WORKSHOP 13 (Half Day) STATISTICAL SIGNIFICANCE TESTING: SHORTCOMINGS AND ALTERNATIVES

**Karla K. Stuebing**  
FSD Data Services, Inc.

Criticism of the central role that statistical significance testing plays in behavioral research has appeared regularly in the psychological, sociological, and educational literatures since the 1960s. In spite of this, graduate statistical education at most universities emphasizes rigid control of Type I error without equal presentation of the issues of power, effect size, measures of association, confidence intervals, sampling error and meta-analysis. This lack is compounded by many misunderstandings about what information may and may not be gleaned from the results of significance tests (e.g., replicability of results, size of effect, and probability that the "null" hypothesis is true)

The purpose of this workshop is to:

- Present the logic of statistical significance testing
- Present the misapplications and misunderstandings of the technique through demonstration and example
- Provide instruction in alternatives that allow for the correct interpretation of research results. These include methods for calculating point estimates and confidence intervals, for estimating effect size, and for carrying out elementary meta-analyses.

**Karla K. Stuebing** is Vice-President and cofounder of FSD Data Services, Inc. She is also an Adjunct Assistant Professor at University of Texas Medical School, Department of Pediatrics. At FSD, Dr. Sieubing led the employee attitude survey group as a specialist in psychometrics and in the graphical presentation of data. At UT, she consults on statistical analysis and research design for ongoing medical and psychological research. She

She taught graduate and undergraduate courses in statistics at the University of Houston, where she received the College of Social Sciences Teaching Excellence Award in 1991. Dr. Steubing received her Ph.D. in Industrial/Organizational Psychology from the University of Houston in 1991.

Coordinator: Alison R. Eyring, PepsiCo Food Systems.

### WORKSHOP 14 (Half Day) JOBS, TEAMS AND ORGANIZATIONS: FADS OR EFFECTIVE INNOVATIONS

**Michael A. Campion**  
Purdue University

**A. Catherine Higgins**  
Allstate Insurance Company

Life used to be so simple. We had jobs, work units, managers, span-of-control, and chain-of-command. Maybe we had a little job enrichment. Everyone knew the rules. Things usually ran smoothly, though sometimes very slowly and expensively. In the last 10 years, we've been treated to trends such as "re-engineering, total quality management, shared services, process-based organization, self-managed teams, disappearance of the job, and the end of work." Are these all fads or effective innovations? Why are these things happening? What do they have in common? Is there some theoretical or conceptual basis to use to understand these trends? What works? And more importantly, what tools can you use if you want to incorporate the best of these concepts into your own research or practice? Work reinvention is any program or initiative that aims to change the tasks workers perform and how workers are organized to accomplish the work. This workshop will focus on how I/O psychologists' knowledge and tools can be used to either spearhead or assist in work reinvention or redesign projects, whether at a broad organizational scope or at the level of team and job design. The workshop presenters will show the importance of relating reinvention to organizational strategy. They will use a unifying conceptual framework across redesign situations, provide guidelines for how to recognize opportunities and barriers, and outline useful techniques for effective design. However, rather than a purely theoretical perspective, emphasis will be placed on practical tools that can be used. Presenters will draw on the research literature, results of their own research programs, and practical first-hand experience with multiple organizations. Workshop participants will have an opportunity to use some of the tools in small-group mini-case study exercises during the workshop.

**Michael A. Campion** is Professor of Management at Purdue University, where he has pursued research and teaching on human resources is-

sues, management practice and organizational behavior for the last 10 years. Previously, he worked 4 years each at IBM and Weyerhaeuser companies in a wide array of research and management jobs. He is the former editor of *Personnel Psychology* (1990-1996) and the past president of SIOP (1995-1996). The design of jobs and teams has been one of his main areas of research and consulting, with over 20 publications and 12 applied projects on these topics. Campion's emphasis in all his consulting work with jobs and teams is on action-based research, which both solves problems and leads to additional theoretical insight. He has a Ph.D. in Industrial/Organizational Psychology from the North Carolina State University-Raleigh.

A. Catherine Higgs is Senior Research Director at the Allstate Research and Planning Center, Allstate Insurance Company. Her current major assignment is managing research on strategic business issues for Allstate, such as assessing changing business composition and forecasting long term financial and organizational effects, effective management of distribution systems, and economic effects of human resource decisions. For over a decade, she has directed research staff pursuing a wide range of topics, including workforce strategy and forecasting, organizational design and effectiveness, measurement of organizational performance and productivity, management and employee selection, and communications. She has consulted on and participated personally in re-engineering programs, reorganization planning, and self-managed teams. She is currently Chair of SIOP's Professional Practice Committee. Dr. Higgs' Ph.D. in Social and Quantitative Psychology is from the University of Maryland.

Coordinator: Patricia R. Pedigo, IBM Consulting Group.

## SIOP JOB PLACEMENT SERVICES: WHAT YOU NEED TO KNOW

SIOP will again offer job placement services at the Annual Conference in St. Louis. Placement activity has grown substantially over the past few years, so job-seekers and employers who plan to use the services are strongly encouraged to register in advance for the Job Placement Service.

### PRE-REGISTRATION COST AND DEADLINE

The deadline for Job Placement Services pre-registration is **March 28, 1997**. Faxed copies of materials will not be accepted. Pre-registration for job-seekers is \$25.00. Pre-registration for employers is \$35.00. (Employers may list multiple positions for a total fee of \$35.00.) On-site registration is \$45.00 for job-seekers and for employers.

### WHO MAY REGISTER FOR JOB PLACEMENT SERVICES

SIOP Job Placement Services are open to all members, including student affiliates. Any organization or employer may submit position openings in I/O Psychology, as well as other positions for which I/O training and experience are relevant. Position listings may be for full or part-time positions and/or internships.

### HOW TO REGISTER

To register, complete the Job Placement Services Registration Form on page 139 then mail the form, your registration payment, and a *single master copy of your resume* (for job seekers) or position description (for employers). Your resume or position description may be either one or two pages, but no longer. This year, SIOP will make copies of all resumes and position descriptions so make certain that your materials are legible and that they copy adequately. If you use a letterhead or logo, please make certain that it will photocopy well. Also, be sure to use standard 8 1/2 inch by 11 inch paper so that copies can be reproduced easily.

### MAIL YOUR JOB PLACEMENT PRE-REGISTRATION TO:

Steven D. Ashworth  
Allstate Research & Planning Center  
321 Middlefield Road  
Menlo Park, CA 94025  
E-mail: SASHW@ALLSTATE.COM

## JOB-SEEKER AND EMPLOYER INFORMATION DURING AND AFTER THE CONFERENCE

Job Placement Services will be organized a little differently this year. If you are a job seeker, when you check in with Job Placement (or register on site), you will receive your own copy of all the position descriptions received during the pre-registration period (prior to March 28, 1997). Similarly, if you are an employer, when you check in or register on site, you will receive a copy of all the resumes received during the pre-registration period. During the conference, participants may pick up updated listings of on-site registrations. As before, each registrant will be assigned a private mailbox and will be permitted to leave messages in the mailboxes of other registrants. Copies of Job-Seeker and Employer Notebooks will be available one week after the Conference to non-registrants at a cost of \$35.00 each.

### ANONYMOUS REGISTRANTS

Anonymous registrants will be assigned a mailbox, will receive all materials, and will be permitted access to the placement area, but job listings or resumes will not appear in notebooks.

### RECOMMENDED FORMAT AND CONTENT FOR JOB-SEEKERS (2 PAGES MAXIMUM)

- Name, address, telephone number, and information about how and when to contact you during the Conference
- Position desired, including preferences for work setting, geographic location, etc.
- Educational level
- Work experience
- Publications and presentations (summarize if necessary)

### RECOMMENDED FORMAT AND CONTENT FOR EMPLOYERS (2 PAGES MAXIMUM)

- Position description: responsibilities and job duties
- Organizational information: type of business, number of employees, organizational culture
- Geographic location
- Travel and other requirements
- Minimum qualifications
- Salary/benefit information

## JOB PLACEMENT SERVICES PRE-REGISTRATION FORM

All registration materials must be received by March 28, 1997. After this date, only on-site registrations will be permitted, and your materials will be included starting on the second day of the service.

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## A Review of Psychological and Behavioral Research on Affirmative Action

David A. Kravitz, Rice University  
David A. Harrison, University of Texas at Arlington  
Marlene E. Turner, San Jose State University  
Edward L. Levine, University of South Florida  
Wanda Chaves, University of South Florida  
Michael T. Brannick, University of South Florida  
Donna L. Denning, City of Los Angeles  
Craig J. Russell, Louisiana State University  
Maureen A. Conard, Aon Consulting

### Background

In September of 1995, the Scientific Affairs Committee of the Society for Industrial and Organizational Psychology created a subcommittee to review psychological and behavioral research on affirmative action.<sup>1</sup> A summary of that report follows. Research details and references are provided in the full report.<sup>2,3</sup>

Affirmative action refers to a body of policies and procedures designed to eliminate employment discrimination against women and ethnic minorities, and to redress the effects of past discrimination. Most relevant psychological research deals with affirmative action plans (AAPs) as required by Executive Order 11246, promulgated by President Johnson in 1965 and subsequently revised by other presidents. This executive order applies to federal agencies

<sup>1</sup> Subcommittee members were: Rabi S. Bhagat, Michael T. Brannick, Maureen A. Conard, Donna L. Denning, David A. Harrison, David A. Kravitz (Chair), Edward L. Levine, Craig J. Russell, and Marlene E. Turner.

<sup>2</sup> Neither this summary nor the full report are to be taken as the official or unofficial position of the Society for Industrial and Organizational Psychology.

<sup>3</sup> The full report is available either through the SIOP administrative office or on the TIP Web Page (<http://cmit.unomaha.edu/TIP/TIP.html>).

and certain private companies that do business with the federal government. It has three key requirements: (a) The organization must have and abide by an equal opportunity policy. (b) The organization must analyze its workforce to assess possible underutilization of women and ethnic minorities, where underutilization is defined in terms of qualified applicants or potential applicants. (c) If underutilization is revealed, the organization must develop a plan of action to eliminate it, and must make a good faith effort to execute the plan. The regulations controlling the development and execution of AAPs emphasize recruitment and the elimination of bias, and Supreme Court decisions have forbidden strong preferential treatment and strict quotas except under the most extreme conditions. Within this broad range, however, there is considerable ambiguity about what actions are legal and appropriate.

Affirmative action is controversial; it stimulates strong opposition and strong support. As an organization concerned with psychological issues in the workplace, the Society for Industrial and Organizational Psychology has a responsibility to review and report research results and theoretical explanations that may inform this public debate. That is the purpose of this report. Most of the psychological research deals with attitudes toward affirmative action, though some addresses effects of affirmative action on members of the target group (e.g., self-esteem) and implications of affirmative action for nontarget group members' attributions about target group members (e.g., stigmatization). To provide some context, this report briefly discusses the legislative history and economic effects on organizations and target groups.

### Evaluations of Affirmative Action and Affirmative Action Plans

Much of the psychological research on affirmative action has dealt with the antecedents of attitudes toward affirmative action. Presumably, by understanding, predicting, and changing attitudes toward AAPs, one can substantially increase the likelihood of understanding, predicting, and changing AAP-related behaviors. Thus, this information could help organizations design AAPs that are likely to be accepted while still accomplishing their objectives. This research has focused on two categories of antecedents, with some work emphasizing structural factors and other research emphasizing individual differences. We shall discuss these two bodies of research in turn.

### Structural Influences

Much of the structural research on affirmative action has manipulated the AAP. The assumption is that reactions to an AAP will depend on details of the AAP—especially on the weighting of demographic status. This research is relevant to the public debate about affirmative action because much of that

debate involves an explicit or implicit disagreement about what affirmative action means (e.g., preferential treatment versus assurance of equal opportunity).

Opinion polls and experimental research indicate that there is greater support for the principle of equal opportunity than for the principle of affirmative action. Evaluations (i.e., attitudes and fairness judgments) of affirmative action are strongly influenced by actual or presumed AAP structure; favorability of evaluations is inversely related to the weighting of demographic status in decision making. Consistent with these results, other research reveals that people respond more positively to selection situations if the more qualified candidate is selected, regardless of minority/majority status. Evaluations of merit selection are almost universally positive, but evaluations of preferential treatment are moderated by such factors as respondent race and gender (White males respond most negatively) and self-efficacy. Although people support compensatory actions (e.g., training) and diversity efforts (e.g., recruitment), they prefer to limit affirmative action to the elimination of discrimination.

It is important to realize that the effect of perceived AAP structure on attitudes does not depend on the accuracy of perception. Some research has indicated that the public has a poor understanding of affirmative action, and some theorists have argued that this poor understanding partly underlies the public opposition that exists. As this logic would suggest, research has revealed that attitudes toward affirmative action can be changed by providing respondents with information about the structural details of the AAP or with arguments contrary to their initial positions. In addition, providing a justification for the AAP leads to more positive attitudes. The content of the justification (redressing past discrimination versus improving organizational profitability via enhancing diversity) does not strongly affect attitudes, possibly because reactions to different justifications are moderated by other factors.

Researchers have attempted to explain why weighting of demographic status influences attitudes. Most research has dealt with two possible mediators: perceptions of fairness and implications for self-interest.

Strong support has been obtained for theories that incorporate concepts of fairness. Qualitative research reveals that people think of affirmative action in terms of fairness. Consistent with the research discussed above, they consider affirmative action to be fair in principle but often unfair in practice. Fairness ratings and attitudes are highly correlated, and judgments of fairness have been shown to fully mediate the effects of an AAP manipulation on attitudes. Finally, some findings regarding fairness are qualified by interactions with the respondent's demographic status, perhaps due to the presence of egocentric bias (effects of self-interest).

Self-interest has been studied both at the personal level and at the collective level, where the latter refers to implications of affirmative action for the respondent's demographic group. Personal and collective self-interest are

highly correlated. Attitudes toward affirmative action are correlated with both personal and collective self-interest, and there is some evidence that the former is more important. Comparative research has revealed that attitudes are more closely related to fairness judgments than to perceptions of personal or collective self-interest. Furthermore, one study found that effects of an AAP manipulation on attitudes were only partly mediated by implications of the AAP for self-interest.

In addition to weighting of demographic status, several other structural variables have been studied. This work has dealt with the identity of the target group, the setting, and the apparent need for affirmative action.

Attitudes toward AAPs are influenced by the identity of the target group. Whites tend to evaluate programs directed at Blacks or ethnic minorities less positively than programs directed at women or people with disabilities. This effect is relatively small, however, and additional research is needed to confirm it. The effect is moderated by details of the AAP and by respondent education, political perspective, and gender. Results of several studies suggested effects of ingroup-outgroup differences or self-interest, and research discussed above has shown that self-interest considerations influence attitudes.

Research on the effects of setting has most often compared college admissions, employment in private organizations, and employment in public organizations. This research has revealed little or no effect of setting on attitudes. Interestingly, although research on AAP structure revealed positive attitudes toward training programs, only two of the five relevant studies found more positive attitudes toward affirmative action in college admissions than in employment, and in both cases the setting was confounded with the description of affirmative action.

There is little research on the question of how attitudes toward affirmative action are affected by the target group's need for assistance. One study found that the belief that Blacks suffer discrimination is positively associated with attitudes toward affirmative action. Several studies have manipulated the organization's history of discrimination, and this sometimes affects attitudes. Survey research suggests that many White Americans believe discrimination is a problem of the past, and that Blacks have themselves to blame for their economic disadvantages. This perception might tend to decrease Whites' support for affirmative action targeted at Blacks. The emphasis on need is consistent with court decisions, which have emphasized that AAPs must be remedial.

#### Individual Differences Bases

The research described above has focused on structural aspects of the situation and of the AAP. Other research has addressed the role of individual differences. The assumption in much of this work is that individual differ-

ences will affect the person's attitude toward affirmative action in general, and this in turn will affect the person's attitudes toward specific AAPs. This research has included the respondent's role, demographic variables, dispositional variables, opinion variables (prejudice, relative deprivation, and political ideology), and personal experiences. When considering this research it is important to realize that it, like all passive observation research, does not logically imply specific causal conclusions.

Two characterizations of a respondent's role have received some investigation. The first approach deals with differences between those who make decisions about or administer AAPs versus those who do not. Two general conclusions can be drawn from this research: (a) The most positive attitudes toward affirmative action will be observed among those whose jobs involve the maintenance of AAPs. (b) Opinions of decision makers who have thought about the issue are less flexible than opinions of typical citizens. The second approach deals with differences between those who are or are not members of the AAP target group. Results of this research are clear: People respond more positively toward AAPs that are targeted at their own group. This trend is clear for ethnicity, but less clear for gender. It is, of course, consistent with self-interest.

In addition to this interaction of Target Group Status x Respondent Status, research on demographic differences has revealed some main effects. Blacks clearly feel more positively about affirmative action in general than do Whites. Hispanics appear to be intermediate in attitude, but this conclusion is based on very few studies. Demographic research has not distinguished among subgroups (e.g., Cuban Americans versus Mexican Americans), and has ignored Asians and Native Americans. Conclusions about gender differences are more tentative. When respondents (especially White respondents) are asked about affirmative action in general, women appear to have more positive attitudes than do men. When males and females are involved in or mentally place themselves in a situation in which they benefit from an AAP, however, females tend to report more negative affect and attitudes. Such gender effects often are moderated by the structural properties of the AAP; women tend to be more responsive to these factors than are men.

Researchers occasionally assess the relations between affirmative action attitudes and demographic variables other than gender and ethnicity. Only age, education, and income have been included with any regularity. Correlations between these variables and attitudes toward affirmative action are invariably small and usually statistically nonsignificant. Three studies incorporated measures of self-efficacy; they found that AAP structure, perceived fairness, and self-efficacy are complexly interrelated.

Most research on the effect of prejudice has studied racism rather than sexism. There has been considerable disagreement over the conceptual and operational definitions of racism. Despite this disagreement, empirical results

## **Effects of Affirmative Action Plan on Non-Target Group Members' Perceptions of Target Group Members, and on Relations Between Parties**

consistently demonstrate an inverse relation between racism and attitudes toward affirmative action. Most comparative research has revealed that racism has somewhat less explanatory power than does self-interest, and much less explanatory power than does fairness.

Relative deprivation refers to the belief that a group suffers unfairly low opportunities or outcomes. Relevant research on affirmative action has dealt with collective relative deprivation (which refers to the respondent's own demographic group) and relative deprivation on behalf of others (which refers to some other demographic group). Almost all this research suffers from severe measurement problems, so conclusions must be very tentative. It is probably safe to conclude that people who believe their own demographic group suffers from collective relative deprivation will tend to have positive attitudes toward affirmative actions designed to decrease that deprivation. This, of course, is confounded with self-interest. There is also some indication that a sense of relative deprivation on behalf of others is associated with positive attitudes toward affirmative action targeted at the other group. Research on the perceived need for affirmative action, discussed above, is consistent with this conclusion.

Most research on the relationship between political perspectives or ideology and affirmative action attitudes has operationalized the concept of political ideology in terms of stratification beliefs, self-identification by political party, or self-identification on a conservative-liberal response scale. The stratification approach considers several dimensions of the dominant ideology—the belief that everyone has an equal opportunity to succeed, that success or failure are due to individual factors rather than structural influences, and that inequality is appropriate because it reflects unequal contributions and serves as a motivator. Survey research has sometimes found that people who adhere to this dominant structural ideology tend to oppose affirmative action. Egalitarians, in contrast, are more likely to support affirmative action. Other research reveals that opposition to affirmative action is stronger among Republicans than Democrats, and among conservatives than liberals.

There is little research on how attitudes toward affirmative action are affected by prior experiences. Attitudes toward affirmative action seem to be positively associated with having experienced discrimination and having worked at an organization with an AAP, at least if the AAP resulted in positive experiences. Negative experiences with affirmative action appear to decrease attitudes.

The research summarized above dealt with people's attitudes toward affirmative action and AAPs. We now turn to research on the psychological effects of affirmative action on involved parties—members and nonmembers of the target group.

Some research has dealt with effects of affirmative action on nontarget group members' perceptions of target group members. This research shows that nontarget group members view women and minorities selected in the context of an AAP as less competent than those selected without benefit of affirmative action. Such findings occur when affirmative action is operationalized as strong preferential treatment and when affirmative action is simply mentioned and not defined procedurally. Some limited research suggests that the attribution of incompetence can be moderated by providing clear evidence of the individual's competence. It is likely that evaluations of target group members by others will be influenced by the type of selection process (i.e., weighting of merit and demographic status).

There is little empirical work on effects of affirmative action on relations between target and nontarget group members. Research on reactions of involved parties suggests that affirmative action would have deleterious effects on relations unless the AAP was positively evaluated by both target group members and nonmembers. That is, to prevent impaired relations, the AAP must be seen as fair, negative implications for nontarget group members' self-interest must be minimized, and qualifications of the selected target group members must be emphasized. It is apparent that these effects will be strongly affected by details of the AAP.

### **Psychological and Behavioral Effects of Affirmative Action on Target Group Members**

Research on target group members has included three categories of outcomes: (a) measures of motivation and task interest, (b) self-evaluations of ability and performance, and (c) performance. Almost all this research has focused on effects of gender-based selection on women; there is very little work on effects of race-based selection on racial minorities.

This research suggests that affirmative action programs have mixed consequences for recipients. Women's task motivation, interest, job satisfaction, and job commitment do not appear to be strongly affected by the selection procedure. Women's task and job choice and self-evaluations of ability and performance can be impaired by gender-based selection procedures that provide no evidence of recipient qualifications, but these effects can be eliminated by provision of explicit, unambiguous, and focused evidence of recipient qualifications. Research further suggests that the relation between selection procedure and individual task performance is complex, and may be modi-

erated by the individual's level of self-efficacy and by task characteristics. There are, however, few studies on performance. In sum, it appears that implementation strategy assumes primary importance in determining the nature of women's reaction to gender-based affirmative action.

#### Economic Effects of Affirmative Action on Target Groups

Research on target group attainment has examined three categories of outcomes: (a) employment rates, (b) income attainment, and (c) promotion rates and occupational attainment. It appears that affirmative action has led to improvements in all three categories for both women and ethnic minorities. This improvement has been neither consistent nor substantial, however, and methodological problems inherent in this research limit the ability to attribute changes solely to affirmative action. Finally, none of the Committee members are economists, and our review did not include a full scale investigation of the economics or financial literature.

#### Economic Effects of Affirmative Action on Organizations

Research on organizational performance has dealt with organizational effectiveness and financial equity. It is sometimes argued that affirmative action will hurt organizational effectiveness by forcing organizations to hire unqualified women and ethnic minorities. Others argue that increasing diversity will improve organizational performance. In several studies there was no support for either of these predictions; this research revealed no difference in effectiveness between organizations that appeared to emphasize affirmative action and those that did not. Other research has found that formal charges of discrimination led to a decrease in stock prices, and public recognition of affirmative action excellence led to a temporary increase in stock prices. Again, however, we must point out that we did not do a comprehensive review of the economics literature.

#### Conclusions, Limitations of Current Knowledge, and Needed Research

There are, of course, limitations to the research on affirmative action. Affirmative action is a complex policy, and reactions are equally complex. No single study can simultaneously consider all the relevant variables, so the results of every study must be qualified by what was not included. Other limitations also exist. For example, almost all research on reactions of target group members has dealt with women's reactions to gender-based selection procedures, ignoring reactions of minority group members to race-based procedures. In addition, research on some topics has focused almost entirely on

the reactions of students to situations described in scenarios. Obviously, additional research is needed. Nonetheless, we feel it is safe to draw certain conclusions.

The clearest finding is that attitudes toward affirmative action are strongly influenced by details of the AAP, and this influence is probably mediated by perceived fairness and implications for the respondent's self-interest. Attitudes toward affirmative action are inversely related to the weighting of demographic status by the AAP. Furthermore, women selected under the auspices of an AAP are likely to be stigmatized by themselves and others unless it is made clear to everyone that they are qualified. Although individual difference variables such as racism and political ideology are also related to attitudes, they are less important than details of the AAP. These results have implications for the manner in which AAPs should be structured, and demonstrate the need for clear communication about organizational AAPs.

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## (Now known as SIOP)

Laura L. Koppes  
Tri-State University

We are in the midst of celebrating the Golden Anniversary of the founding of Division 14/SIOP. In addition to the activities listed in the previous issue of TIP, the celebration includes the following:

- Proposals on the history of Division 14/SIOP and on the history of Industrial and Organizational Psychology were submitted to the Conference Program Committee for the 1997 Annual SIOP Conference.
- Several activities for celebrating the Golden Anniversary are being scheduled for the 1997 SIOP Annual Conference to be held in St. Louis, Missouri.

- The Golden Anniversary will be celebrated during the 6th Annual SIOP Fun Run/Road Race at the 1997 SIOP Annual Conference.
- The Golden Anniversary will be celebrated during the 1997 12th Annual Industrial and Organizational Doctoral Consortium.
- Papers on the history of Division 14/SIOP and on the history of Industrial and Organizational Psychology were submitted for review to Dr. Kevin Murphy, Editor, Journal of Applied Psychology.
- Past Division 14/SIOP president autobiographies are being updated and will be available on the World Wide Web.
- The Golden Anniversary logo is on the cover of TIP, on SIOP stationary, and on the World Wide Web.
- A plaque listing Division 14/SIOP past presidents is being purchased from APA. It will be displayed at the APA headquarters.
- Jossey-Bass Inc., Publishers and The New Lexington Press, the new scholarly imprint of Jossey-Bass, will both participate in our celebration of the Golden Anniversary, the details of which will be announced soon.

Furthermore, a history exhibit displaying memorabilia, photos, and so forth is being created for the 1997 SIOP Annual Conference. If you would like to contribute to the display (contributions will be returned) or are willing to help with the exhibit, please contact Laura Koppes, Tri-State University, School of Business, 1 University Ave., Angola, IN 46703. Telephone: 219-665-4183; FAX: 219-665-4830; E-mail: koppest@alpha.tristate.edu.

## Secretary's Report

### Bill Macey

The Fall meeting of SIOP's Executive Committee and Committee Chairs was held September 7th and 8th, 1996. Some highlights of that meeting and the corresponding discussions include:

- SIOP remains financially healthy. To ensure that it remains so, an investment committee will be formed to review investment decisions and develop appropriate strategies for managing risk.
- One thread that was evident throughout the meeting was the ongoing need for SIOP to develop greater visibility and to ensure that important issues are clearly articulated to other organizations. Consequently, the Executive Committee approved the formation of an ad hoc committee to address the issue of SIOP visibility. The committee is specifically charged with defining the nature of the issue as well as its goals and corresponding strategies.
- Bill Howell of the APA Science Directorate reported that the Board of Scientific Affairs (BSA) of APA endorsed the establishment of a Task Force on Statistical Inference. The purpose of the Task Force is to "...elucidate the important issues that psychologists face in contemporary statistical practice....The Goal of the Task Force is to describe the different types of statistical practice and to outline the advantages and disadvantages of various approaches." BSA has selected Robert Rosenthal to chair the task force.
- The Executive Committee approved a motion to designate the Archives of the History of American Psychology at the University of Akron as a repository for SIOP archival material, and to provide the necessary financial support for related archival activities. Also, Laura Koppes, as part of her role as archivist-historian, is heading the effort to develop a policy regarding confidentiality of materials and access to those documents.
- A range of special activities will be or are taking place to celebrate the 50th anniversary of Division 14. These include a special exhibit on the history of I/O psychology at the annual conference, a special issue of the Journal of Applied Psychology with papers commemorating the history, and the placement of information of historical interest on the WEB page.
- There was considerable discussion concerning the process by which individuals are nominated for SIOP awards (e.g., the Professional Practice Award). Much of this discussion focused on responsibilities of nominating parties and how the process of identifying potential candidates might be improved.

As always, if you have a specific question or comment regarding these or any other topics, please don't hesitate to contact me or any other member of the Executive Committee.

### Richard Klimoski (On behalf of SIOP Reps to APA Council)

The APA Council of Representatives met in Toronto with Angelo DeNisi, Irv Goldstein, and Rich Klimoski in attendance. For a change, there was a relatively manageable agenda to cover for the 11 or so hours available (over two separate occasions). While much of the time was spent dealing with “housekeeping” matters or listening to interim reports, there were still quite a few issues of potential importance to SIOP members.

**Financial Affairs.** The APA staff presented a tight but balanced 64 million dollar budget for the next (1997) fiscal year. The APA buildings continue to be a source of income for programs and initiatives. This includes the dues reduction that Council voted on last February that will allow some SIOP members to get a 25% break on their APA dues next year (about \$50) as a result of belonging to other science-oriented professional organizations such as APS or AERA. The APA president's stipend was also increased. Currently the President gets an expense account and a stipend of \$15k to offset loss of income during their year of duty. The available data indicates that this stipend amount does not begin to cover the real short-fall for anyone whose support comes, even in part, from a private practice. Thus Council approved a motion to increase the President's stipend to \$25k. Finally, of potential news value to our members, it also voted to require dues exempt category members (mostly members over 65) to pay a base fee for the member services that they continue to receive.

**Leadership.** The current APA president, Dorothy Cantor, is a very effective leader. She projected a spirit of respect for all constituencies during Council deliberations while at the same time running a fairly “tight” meeting. Although she did not put into play the forces that are now affecting the operation of APA, she is presiding over an organization that seems to be doing well in terms of the usual indicators of success—membership's growth and retention, budget and programs. (In fact, the members of Council felt so positive about her that they voted to accelerate the implementation of the increase in the amount of the stipend being proposed for future APA presidents, making it retroactive to include her “tour of duty”).

**Celebrations.** This year marks the 100th anniversary of clinical Psychology (first taught/offered at the University of Pennsylvania) and the 50th for the Division structure within APA. The former was being commemorated through programming and special events at the 1996 Toronto conference. The latter too was represented by some events at Toronto (e.g. a talk given by Jim Farr on Bruce Moore, the first I/O Ph.D. in the U.S.). But the bulk of the Di-

vision-focused celebration will take place next year at the conference in Chicago. Look to a report by Laura Koppes in another section of this issue for more details.

**APA Organization and Structure.** APA policies adopted by Council over recent years (somewhat surprisingly) have not been systematically integrated into a single document. At Council a plan was approved to have this initiated by staff and a standing APA committee, and to then have the work reviewed and approved by Council itself. While having members of Council involved in matters of text and documentation will require some coordination and energy, it was viewed as irresponsible to delegate the task given the importance of the final product—the policy manual.

**Planning.** A working group on APA (really a strategic planning group) provided a draft of their recent efforts. These efforts were built around three themes that are likely to direct APA attention in the future: developing a coherent posture regarding the role of psychology in the era of managed health care; the investigation of new technologies; paradigms or products to better serve its members, and managing the interface between science and practice. The issue of the value of having scientifically oriented members of psychology in APA continues to be on the minds of many at Council. In addition to being one of the three strategic themes coming out of the report just cited. It was also evident in the “kinder and gentler” deliberations at Council. The needs and perspectives of the nominally “science”-oriented divisions (Division 14 included) were often sought out during the sessions. Similarly, the role of retaining science-oriented psychologists in APA was the focus of a special task force convened this summer by the Science Directorate. More on this later in this report.

**Educational Affairs.** Council approved the procedures it will follow for the recognition of specialties and proficiencies in Professional Psychology. As many of you will remember, this effort is aimed at providing a rationale and venues for post-Ph.D. training in fairly narrow areas that are likely to be in demand in the market place (talk to Vicki Vandaveer for details on the requirements that she helped set up to insure the integrity of any and all specialty proposals that are to be submitted under this program). In fact, in a separate vote, Council also approved Clinical Neuropsychology (a.k.a. substance abuse theory and practice) as the first specialty in the proficiencies program. This proposal was a very well thought out and rigorous protocol which, if followed by a school or a university, appears likely it would prepare psychologists for an important function in society. As a side note, your Reps to council are wondering if we in SIOP should not identify and nominate specialty areas of our own, lest other groups take the initiative (and perhaps control) relative to key areas of our own professional practice (some examples we thought of include: “Organizational Diagnosis,” “Individual Assessment,” “Survey Research,” Others?).

**Professional Affairs.** Model legislation for consideration at the state level concerning the implementation of prescription privileges for psychologists was approved. Council also supported a statement for the record that would require managed-care organizations to make their reimbursement criteria accessible and public.

**Scientific Affairs.** There were two issues of importance coming under this APA Directorate. The first was the setting up of a test users' qualifications task force. About 6 months ago, some members of Council from the Science Divisions noticed that APA did not have any policy regarding who is qualified to administer psychological tests. (Whatever screening is being done has been done by test publishers themselves). They proposed that a task force be set up to look at this issue. At the August meeting, we voted such a task force into being. These was some discussion before and during Council meetings relative to the desire on the part of some test publishers to have a representative officially assigned to the task force but this was not supported as it seemed to some to create a conflict of interest. But it was also true that there was little support to tightly tie representation on this task force to specific constituencies. In general though, your Reps felt that Division 14 interests will be well covered according to the actual motion approved. Because testing is so basic to I/O research and practice, future SIOP Council Reps should remain alert as to what develops here. With regard to a second issue, Council voted to accept a report from a task force set up to study the retention and growth of scientifically oriented psychologists in APA. This task force was chaired by Neal Johnson (Division 3) and staffed by representatives of some of the Science Divisions (including Rich Klimoski from SIOP), some APA Science Directorate staff and, most symbolically, included two individuals who seem deeply concerned with meeting the needs of SIOP members of APA—Arthur Kovacs, Division 42 (Independent Practice) Rep to Council and current APA President Dorothy Cantor.

This task force met in July to review membership data and to brainstorm ways that APA might keep an APA science practice mix. As a member of this group, I was somewhat surprised to learn that, when it came to retention, the Science Divisions members resubscribe to APA at a fairly high rate (e.g. 94%, compared to 97% of practice people). Moreover, compared to 10 years ago, there is some actual growth of scientifically oriented APA members (to around 15k members as of the most recent data). Moreover, APA seems to be doing a good job of recruiting new, recently "minted" Ph.D.s coming out of science track programs. But the fact is that there are just not that many new Ph.D.s of this type coming out (Division 14 affiliates notwithstanding). On the other hand, the not-so-good news (for those of us who support APA as a science advocacy organization), is that survey data seem to indicate that as much as 25% of science types are "restless" and more likely to not retain membership.

The task force did its best to interpret these trends and then went on to generate a fairly impressive and useful list of recommendations to APA. As noted, in Toronto, Council voted to accept this list and to assign standing committees of APA to perform feasibility studies (one idea—Division 14 members in APA might get a subscription break on JAP) or to implement these suggestions whenever possible. But more importantly, APA's Board of Directors, itself (a subgroup of Council), also voted to use some of its limited budget to support attendance of task force members at these committee meetings in the near future, thus increasing the likelihood of implementation.

**Manuscripts, news items or other submissions to TIP should be sent to:**

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### Catherine Higgins, Chair

First, for SIOP members who may not know, Vicki Vandaveer's business activities have been so successful, she had to step down as Professional Practice Committee Chair after last April's SIOP Annual Conference to give full attention to her growing company. Vicki has provided many hours of volunteer support to SIOP over the years, which we all appreciate. Continued success, Vicki!

For those who may have forgotten, the Professional Practice Committee is a little over a year old, and has as its mission "addressing issues relative to professional practice, developing relationships with other professional groups, business and government leaders, and the public in general in order to advance the professional practice of I/O psychology." Our work is conducted primarily through five subcommittees: Ethical Affairs, Public Affairs, Professional Association Affairs, International Affairs, and Environmental Scanning. Following are highlights of current committee activity.

### Ethical Affairs Subcommittee—Rodney Lowman, Chair

Thanks to Walt Tornow for chairing this subcommittee for the first year. Rod Lowman is our new Subcommittee Chair. The primary activity of this subcommittee is publishing a new edition of the I/O ethics casebook, which currently has a working title of *The Ethical Practice of Psychology in Organizations*. Rod Lowman is editor for the casebook, with Scott L. Martin and Larry Fogli as section editors. Excellent progress has been made. A draft of the casebook has been finished, reviewed, and revisions are being made. For more information contact Rod Lowman at (318) 257-4315 (or e-mail at [rlowman@cc.vn.cc.iatech.edu](mailto:rlowman@cc.vn.cc.iatech.edu)).

### Public Affairs Subcommittee—Dianne Brown, Chair

The SIOP Member Referral System is coming along, slowly but surely. The subcommittee is re-conceptualizing the project so that it can rely on the existing membership database, which will eliminate the need to create another database which would have to be maintained by the administrative office. The system will be user-friendly with nontechnical terminology, but will be linked to the 48 key interest areas already obtained through SIOP's membership renewal and maintained in the membership database. For more information, contact Dianne C. Brown at (202) 336-6000 (or e-mail at [dcb.apa@email.apa.org](mailto:dcb.apa@email.apa.org)) or Walt Freytag at (206) 883-9272.



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**Twelfth Annual Industrial/Organizational Psychology  
Doctoral Consortium**

This subcommittee has two distinct foci: (a) regional I/O groups and (b) personnel generalist organizations. For regional I/O groups, the emphasis is on reciprocal assistance to achieve the common goals of SIOP, largely through activities such as information exchange, referrals, co-sponsorship of activities, and joint publicity. For personnel generalist organizations, the emphasis is on developing relations to pursue joint interests, increase the visibility of SIOP, advance sound personnel management practices, and share intelligence about major issues that affect the practice of I/O psychology. For more information, contact Donna Denning at (213) 847-9134.

**International Affairs Subcommittee—Richard J. Ritchie, Chair**

A reminder, as noted in President Jim Farr's column, the 24th International Congress of Applied Psychology will be held in San Francisco in August 1998, just before APA is also held in San Francisco. Plan now to take this opportunity to meet our colleagues from around the globe. For more information on the International Affairs subcommittee, contact Dick Ritchie by email at [rjritchie@attmail.com](mailto:rjritchie@attmail.com) or call (201) 898-8527.

I'll report on the work of the Environmental Scanning Subcommittee in the next TIP. For more information on this subcommittee and its activities, contact Jim Sharf at (202) 223-0673.

**Call for Interested Members**

As addressed by Heather Roberts elsewhere in this issue of TIP, the Rehabilitation Act of 1973 will expire in September 1997. Various provisions of this act affect SIOP members' practice. I'm looking for members who have expertise in this area and an interest in working on SIOP's behalf during the coming year. If this is YOU, please let me (Cathy Higgs) know at (415) 833-6260 (or e-mail at [chigg@allstate.com](mailto:chigg@allstate.com) [note, no 's' on last name in e-mail address]).

**Peter Bachiochi and Steven Rogelberg  
Bowling Green State University**

Thursday, April 10, 1997 marks the day of the Twelfth Annual Industrial/Organizational Psychology Doctoral Consortium which will be held at the Adam's Mark Hotel in St. Louis, the same site as the SIOP Conference.

The Doctoral Consortium is intended to provide an educational forum where presenters and students can discuss topics of mutual interest. Sessions are kept small to encourage lively discussion. There is also informal time built into the day to allow for one-on-one interactions.

Each doctoral program should receive consortium registration information by mid-January, 1997. Each program may nominate one student only (plus one alternate). Enrollment is restricted to upper-level graduate students who are nearing completion of their doctorates, and who have not attended previous SIOP consortia. Please note that enrollment is limited to a maximum of 40 participants. We expect the 40 positions to fill quickly and encourage you to nominate one student as soon as registration materials are received.

The consortium program has been finalized. We have assembled a diverse and renowned group of academicians and practitioners who have focused their presentations around topics and issues that students will soon face in their own work and careers. The schedule of activities will be as follows:

|                  |                                                                                           |  |
|------------------|-------------------------------------------------------------------------------------------|--|
| 8:00-9:00 a.m.   | Registration, welcome, and breakfast                                                      |  |
| 9:00-9:45 a.m.   | Breakfast Speaker                                                                         |  |
|                  | Speaker: Milt Hakel, Bowling Green State University                                       |  |
|                  | Title: "The Vision Thing"                                                                 |  |
| 10:00-11:30 a.m. | Concurrent Morning Sessions:                                                              |  |
|                  | Session A: Sara Rynes, University of Iowa                                                 |  |
|                  | Title: "Publishing Rather than Perishing: Finding and Developing a Research Stream"       |  |
|                  | Session B: Joe Martocchio, University of Illinois at Urbana-Champaign                     |  |
|                  | Title: "New Directions in Employee Training Research: Theoretical and Empirical Advances" |  |
| 11:45-12:45 p.m. | Lunch                                                                                     |  |
| 12:45-1:30 p.m.  | Luncheon Speaker                                                                          |  |
|                  | Speaker: Lois Tetrick, Associate Editor: <i>Journal of Applied Psychology</i>             |  |

Title: "The Yellow Brick Road to Publication:  
How to Avoid Tripping on the Broken Bricks or  
Falling Through the Cracks"

Concurrent Afternoon Sessions  
Session C: Mary Zalesny, Battelle Pacific Northwest Lab

Title: "If This Is Wednesday, This Must Be the  
New Crisis"

Session D: Jeff McHenry, Microsoft Corporation  
Title: "The Life and Times of the Scientist-  
Practitioner"

Panel Discussion Prelude  
Speaker: Steve Ashworth, Allstate's Research and  
Planning Center

Title: "Finding the perfect job in I/O Psychology:  
Leveraging the SIOP Placement Center and other  
career resources."

Panel Discussion—All Speakers  
Topic: Professional Development in I/O

We wish to express our deepest appreciation and thanks to all of the presenters who have graciously agreed to participate in the consortium. It is through their time and effort that we can continue to offer an outstanding program to graduate students.

Please direct any questions or requests for information to: Steven Rogelberg, Department of Psychology, Bowling Green State University, Bowling Green, OH 43403 or by phone at (419) 372-6940 or e-mail at: ROGELBE@BGSU.EDU.

## Personnel Psychology: Striving for Continuous Improvement

John R. Hollenbeck, Incoming Editor

On December 1, 1996, I took over as the editor at *Personnel Psychology*. Over the last 10 years, I have had the great pleasure to serve on the boards for a number of different editors, including Jim Naylor and Dan Ilgen at OBHDP, Rick Mowday and Mike Hitt at AMJ, Phil Bobko and Kevin Murphy at JAP, and of course, Paul Sackett and Mike Campion at *Personnel Psychology*. I have learned a number of lessons from working with this distinguished group of scholars, and based on this experience, I look forward to this new role with both anticipation, and a little trepidation.

As most of you know, the mission of *Personnel Psychology* is to publish applied psychological research on personnel problems facing public and private organizations. Articles are evaluated in terms of the conceptual, empirical and practical contribution they make to the disciplines of industrial/organizational psychology and human resource management. My role as editor is to recruit good manuscripts, recruit good subject matter experts to evaluate these manuscripts, then work with these experts to identify and, where possible, improve the best papers.

Fortunately, the recruitment of manuscripts is greatly facilitated by the fact that the journal is so well established and in such great shape. *Personnel Psychology* publishes a small and select group of papers each year—approximately 30—and these papers traditionally end up with some of the highest citation rates of any papers published in business-related journals. In fact, a recent TIP article by Starbuck and Mezias (1996) ranks *Personnel Psychology* 13th out of 359 business-related journals. Given all the time and effort that authors put into their research, it is not surprising that they want visibility for their publications, and it is no secret among I/O and HR researchers that *Personnel Psychology* is one of the most visible outlets for their work. Milt and Lee Hakel, who own and manage the journal, and the previous two editors, Paul Sackett and Mike Campion, have done an outstanding job over the last 12 years. My main goal as the editor for the next six years is to build on the momentum they have established.

I believe that the high impact associated with articles published in *Personnel Psychology* can be attributed to its focused mission, and the prominence that comes from having one's work be one of 6 or 7 (as opposed to 25) articles published in each edition. This is one of the primary advantages that this journal has in the competition for good manuscripts, and therefore, the focus, length and number of articles published per edition in not likely to change under my editorship.

In terms of recruiting subject matter experts, I did extensive research at both the library and via interviews with editors of past journals to come up with the new editorial board (listed at the end of this article). I am extremely proud to be working with these people, who have not only contributed to our discipline via their own research, but have also been identified by past editors for their contributions to the research of others. We will also be relying on the services of a broad range of ad hoc reviewers, many of whom have served this journal well in the past, as well as others who served with distinction as part of the SIOP Program Committee that I had the opportunity to chair this year.

In addition to decision making support, I also intend to make the review process at *Personnel Psychology* another area that distinguishes it from other journals in the competition for good manuscripts. As I noted, the board was specifically selected for their past accomplishments in terms of providing excellent reviews. To promote continuous improvement, we will also be incorporating an extra step in the review process where authors will have an opportunity to evaluate reviewer comments. Author perceptions or reviewer comments will be evaluated in terms on three dimensions: validity, detail, and constructiveness. All journals claim to be striving for these outcomes, but at *Personnel Psychology* we are actually going to measure and monitor them. For the typical TIP reader, the need to establish such a measurement system to support continuous improvement is so obvious that I feel no need to elaborate on it in this space.

Of course, since we only publish 30 or so articles a year out of 150–160 submissions, reviewers have to be very critical. With this sort of rejection rate, a large number of very good articles are going to be eventually rejected, and thus one has to approach these ratings with some degree of appreciation that the base rate for satisfied authors might be low. Since this type of data has not been traditionally collected at journals in our field, however, this base rate is largely unknown. We intend to establish that base rate at *Personnel Psychology* and then improve upon it every year. My hope is that by the end of my term, we will have quantitative data on the quality of the review process at *Personnel Psychology* that mirrors its standings in the citation analyses, further reinforcing the message that this journal has to be seriously considered by anyone submitting I/O or HR research for possible publication.

Finally, in order to improve the articles we publish from the reader's point of view, we are also going to change the review process slightly. Based on my experience, the final manuscript that results from a successful completion of the review process is often highly tailored to the specific set of comments generated in the initial review. Moreover, it is sometimes the case that in focusing in narrowly on these revisions, one generates a manuscript that only makes sense when viewed in light of the original manuscript. However, because the general readership never experiences the original manuscript, there

is an opportunity for some of the article's message to get lost in the revision process.

Beginning December 1, 1996, the standard initial decision at *Personnel Psychology* will be based on my reading of the manuscript and that of two reviewers. Manuscripts that we believe warrant revision and resubmission will then be assigned a third reviewer, whose initial experience with the manuscript will be the revision, rather than the original submission. The purpose of adding the third reviewer at this stage, rather than at the outset (as is current practice), is that this reviewer's reaction simulates that of the general readership whose only experience will be with the revision. I feel this third reviewer provides a critical perspective for enhancing the quality of papers actually published. I also feel that this can be achieved without lengthening or drawing out the overall review process relative to what would have been experienced with three reviewers from the outset.

These changes will, I hope, add to *Personnel Psychology*'s reputation as a valuable journal for both suppliers and consumers of I/O and HR research, and I look forward to working with all of you to make this happen.

#### **Personnel Psychology: Editorial Board 1996–1999**

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## Update on the Revision of the Test Standards

Dianne C. Brown and Dianne L. Schneider  
APA Science Directorate

The Joint Committee on the Standards for Educational and Psychological Testing had a busy and productive year in 1996. First, was the release and review of the five draft technical chapters. The Committee received over 1600 pages of commentary on the 108 pages of text they distributed! A May 1996 meeting focused on the Committee's review and discussion of comments, with subsequent revision of the five chapters.

The Committee also made significant progress on the rest of the Standards, which now has 10 additional draft chapters, an introduction, and a glossary. The "new" chapters comprise two sections: one on fairness, which includes chapters on disabilities and individuals whose first language is not English; and one on specific applications of testing, including chapters on psychological testing, educational testing, employment and credentialing, and program evaluation. These drafts were reviewed and discussed by the Committee in its November 1996 meeting. The Joint Committee now plans to release for review and comment the full draft (introduction, 15 chapters and glossary) following its February 1997 meeting. Their tentative timeline will ask commenters to submit suggestions by August 1997.

SIOP's Scientific Affairs Committee will again be responsible for developing a reaction to the draft on behalf of the Society. If individuals would like more information, please contact Dianne Schneider at (202) 336-6000 or sci.apa@email.apa.org.

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## APA Task Force Convened on Test User Qualifications

### JCTP Statement Clarifies Test Taker Rights and Responsibilities

Dianne C. Brown  
APA Science Directorate

APA convened a task force to address the issue of test user qualifications. Exactly who is qualified to administer, score and/or interpret which tests and for what purpose is not delineated by APA but is a burning issue in many areas of testing. This joint science and practice effort was established to address the issue on behalf of the association, and could lead to the adoption of a policy that could assist APA members and others.

The task force adopted the following at its first meeting, October 1996:

#### Task Force On Test User Qualifications

Acting in the public interest to advance test user competencies

##### Charges:

1. To review and summarize the results of previous efforts to develop guidelines on test user qualifications (e.g. TUQWoG, BPS, CPA);
2. To extend this prior work to address the issues of assessment context, purpose and specific application as critical variables in the definition/description of test user qualifications;
3. To describe the set of knowledges and skills necessary for psychologists to administer, score and interpret assessment instruments in a competent and responsible manner that best serves the interests of the public;
4. To develop a set of guidelines to be adopted by APA in order to:
  - a. inform psychologists of the knowledge and skills required in the responsible conduct of assessment;
  - b. influence the curriculum of graduate training programs;
  - c. assist test publishers in determining appropriate qualifications of test users;
  - d. inform the public about appropriate test user qualifications;
  - e. inform regulatory, disciplinary, accrediting, and credentialing bodies (e.g. ethics committees, accreditation committees, licensing boards) about test user qualifications to assist in their development of standards, regulations or guidelines.

The task force is comprised of APA members who have specific areas of expertise, identified by APA's Board and Council as relevant to the project: clinical psychology, I/O psychology, school psychology, counseling psychology, educational psychology, forensic psychology, and neuropsychology. Leetta Hough-Dunnette was appointed to the task force to cover the I/O area. The task force's next meeting is scheduled for January, 1997.

A statement on the rights and responsibilities of test takers was released to the testing community in the first of a series of forums held to solicit comments, feedback, and ideas for how the document might be used in a range of testing situations. The purpose of the statement is to inform and educate not only test takers, but others involved in testing so that tests may be validly and appropriately used.

On October 11 and 12, the Joint Committee on Testing Practice (JCTP) was greeted with support and constructive recommendations at its first conference when it released the draft statement on Test Taker Rights and Responsibilities. The conference was held at the American Speech-Language-Hearing Association's national office in Rockville, Maryland, and included invited speakers and participants from a wide range of testing backgrounds. The JCTP plans to incorporate comments from testing professionals and other members of the public and have a final version ready to be released in late 1997.

Kurt Geisinger and Bill Schafer and about a dozen colleagues compose a JCTP working group that has been developing a statement on test taker rights and responsibilities since 1993. The committee establishes groups, such as the Test Taker Rights and Responsibilities Working Group, to work on specific tasks of common interest to professional organizations and test publishers. In addition to APA, current members of the JCTP are the American Counseling Association, the American Speech-Language-Hearing Association, the National Association of School Psychologists, and the National Council on Measurement in Education. JCTP aims to develop documents that cross the boundaries of professions, and can be applied to a variety of testing scenarios.

Keynote speakers and members of the audience addressed issues ranging from the use of the statement in educational, organizational, and clinical settings to legal and civil rights considerations. Patti Harrison (University of Alabama) addressed educational testing issues, and commented that having the test administrator provide test takers, particularly children, with more information will help clarify the process and may alleviate unnecessary anxiety. Julia Ramos-Grenier (Grenier Consulting Associates, Inc.) commended the working group on their efforts to incorporate the issues of fairness into the document. Specifically, she noted that test administrators should recognize that individuals with different cultural backgrounds and individuals with dis-

abilities may approach the testing situation differently from the sample on which the test was normed. People with special testing considerations should have the right to be tested with appropriate measures, Grenier said, but she warned the working group that some individuals may attempt to use the document in a legal setting.

Of particular interest to many conference participants was the rights of test takers in pre-employment screening. Bert Green, Professor of Psychology at Johns Hopkins University and a member of the AERA/APA/NCME Joint Committee that is revising the Standards for Educational and Psychological Testing, addressed the topic of test-taker rights in the employment setting. Green recommended the group for including the statement on test-taker responsibilities to balance information on test-taker rights. While many organizations require that job candidates take a pre-employment test or battery of tests, a number of participants noted that most organizations do not provide test takers with information about the purpose of the test. Green noted that certain situations will require varying degrees of pre-knowledge of the test, and he encouraged the working group to elaborate that section of the statement. Green also recommended that the JCTP working group include an additional right in the draft statement to inform individuals of their right to be tested with measures that meet standards of quality.

Green encouraged the working group to elaborate the responsibilities of test takers which include the responsibility not to disclose test information to others. Test takers might not realize that test security is important to an organization, and may unknowingly invalidate the test by disclosing test questions or answers to other test takers, he said.

Other speakers at the conference included: Howard Kallem (U.S. Department of Education Office of Civil Rights), who defined several civil rights points related to the statement; Lloyd Bond (University of North Carolina, Greensboro), who discussed fairness issues; Walter Haney (Boston College), who addressed several sensitive testing issues frequently raised by test takers, such as the training of test users and access to test scores; Donald Bersoff (Villanova Law School), who raised several legal points, and a four-member panel appointed by the Association of Test Publishers to discuss its potential use by the test publishing community.

One highlight of the conference was the chance for participants to break into small groups according to their primary testing specialty to discuss the statement. One of the largest breakout groups consisted of participants who practiced in employment settings. There was considerable debate over how much information should be provided to the test taker about the test. While several practitioners expressed skepticism that employers would be willing to provide information about the test to candidates, many other personnel psychologists disagreed, stating that companies should expect questions and be prepared to answer them unless they want to be sued. Other members of the

group concurred and provided examples where more organizations are providing brochures and other sources of information to candidates prior to testing. Other areas of concern were the presentation of scores to candidates, particularly since there is increasing use of computer mastery tests which do not use typical scoring reports; and how test takers may interpret their right (Right #3, see below) to be tested with appropriate measures. Several members of the employment breakout group recommended that the group should add to Right #3 the phrase, "subject to legal and practical constraints."

Attorney and psychologist Donald Bersoff wrapped up the conference with an analysis of legal issues relevant to the statement. Bersoff declared the statement to be a welcome addition to ethical guidelines and standards that are currently in place in each of the professions. Bersoff noted that specific rights in the statement were consistent with the stipulations of the Civil Rights Act, the Individuals with Disabilities Education Act, and the Americans with Disabilities Act. Bersoff encouraged the working group to think carefully about how the statement may be viewed by the public, especially with regard to whether the document may be perceived as legally enforceable—which it is not intended to be. The JCTP working group emphasized that the statement is an effort to inspire improvements in the testing process and does not have the force of law—its orientation is strictly aspirational. JCTP members also noted that state and national laws will always supersede any rights and responsibilities stated in this document. Given that testing has become a primary means for high-stakes decisions, the statement could be used as a tool to alert test users and test publishers that they should assess their own practices and procedures, Bersoff said.

For a copy of the complete statement, contact Heather Roberts at (202) 336-6000.

### The Rights and Responsibilities of Test Takers

Test-Taker Rights and Responsibilities Working Group of the Joint Committee on Testing Practices Conference Draft—August, 1996

As a test taker, you have the right to:

1. Be informed of your rights and responsibilities as a test taker.
2. Be treated with courtesy, respect, and fairness, regardless of your race, gender, age, social status, disability, religion, ethnicity, national origin, and sexual orientation.
3. Be tested with measures appropriate for you, given the manner in which the test results will be used.

## **Reauthorization of the Rehabilitation Act of 1973**

**4. Be informed prior to testing about the test's purposes, a description of the test, whether test results will be reported to you, and the planned use of the results.**

**5. Know, in advance, when the test will be administered and test results will be available, as well as what fees (if any) will be required.**

**6. Have your test administered and your test results interpreted by appropriately trained individuals.**

**7. Know if a test is optional and to learn of the consequences of taking or not taking the test.**

**8. Have any test results that are explained to you done so in terms that are understandable to you as soon as possible after taking the test.**

**9. Confidentiality to the extent allowed by law.**

**10. Present concerns about the testing process and receive information about procedures that will be used to resolve them.**

As a test-taker, you have the responsibility to:

- 1. Read and/or listen to your rights and responsibilities as a test taker.**
- 2. Treat others with courtesy and respect during the testing process.**
- 3. Ask questions, if you are uncertain, about why the test is being given, how it will be given, what you will be asked to do, and what will be done with the results.**
- 4. Inform an examiner about any condition that you believe will cause your test results to be an inaccurate representation of yourself (e.g., disability, medical condition, or comprehension skills in the language of the test).**
- 5. Know when and where the test will be given and appear on time, with any required materials, ready to be tested.**
- 6. Follow the instructions of the examiner(s).**
- 7. Be familiar with and accept the consequences of not taking the test, should you choose not to take the test.**
- 8. Represent yourself honestly during the test.**
- 9. Inform appropriate persons if you believe your test results do not accurately reflect you.**
- 10. Assure that payment is made for any testing service that you receive by the date specified (if you are required to pay for the testing).**

The Rehabilitation Act of 1973, last authorized in 1992, will expire on September 30, 1997. The Office of Special Education and Rehabilitative Services of the Department of Education has taken a lead role in the solicitation of comments regarding needed improvements in the Rehabilitation Act (the "Act"), as amended, to assist their office in the development of reauthorization legislation. In the late summer and fall of 1996, the Department of Education sponsored a series of public hearings to obtain feedback from the public. They will communicate the Department's recommendations to the House and Senate subcommittees responsible for drafting the reauthorization legislation.

Section 2 of the Act describes its purposes as: (1) to empower individuals with disabilities to maximize employment, economic self-sufficiency, independence, and inclusion and integration into society through: (a) comprehensive and coordinated state-of-the-art programs of vocational rehabilitation; (b) independent living centers and services; (c) research; (d) training; (e) demonstration projects; and (f) the guarantee of equal opportunity; and (2) to ensure that the Federal Government plays a leadership role in promoting the employment of individuals with disabilities, especially individuals with severe disabilities, and in assisting States and providers of services in fulfilling the aspirations of such individuals with disabilities for meaningful and gainful employment and independent living.

The Act is administered by the Department of Education Office of Special Education and Rehabilitative Services, with the exception of various titles that are administered by National Council on Disability, and Federal agencies responsible for civil rights provisions in several titles. A total of eight titles cover the following areas and activities: Title I covers vocational rehabilitative services, and encourages cooperation between Federal and state agencies in providing employment services and opportunities for individuals with disabilities, particularly those with the most severe disabilities. Title II creates the National Institute on Disability and provides for research, demonstration projects and training to maximize the inclusion of individuals with disabilities in society, employment, and independent living. Title III authorizes grants and contracts to heighten skill levels of specialists that provide rehabilitation services to individuals with disabilities. Title IV establishes a National Council on Disability that will promote policies and programs that will guarantee equal opportunities for individuals with disabilities, by continually evaluating all policies and programs conducted or assisted by the Federal Government that involve individuals with disabilities. Title V contains as-

sorted civil rights provisions for individuals with disabilities, and provides for inter-departmental assessment and enforcement of employment opportunities for individuals with disabilities. Title VI authorizes funding to create partnerships between industry, labor and the rehabilitation community to facilitate employment opportunities for individuals with disabilities. Title VII covers independent living services for individuals with disabilities. Title VIII authorizes funds for special demonstrations and training projects.

There are a number of issues addressed within the Act that SIOP members may want to review and monitor as the drafting of the legislation progresses in the new 105th Congress. Many provisions in the Act hinge on determination of eligibility for persons deemed to have disabilities. The Act defines an "individual with a disability" as any person who (a) has a physical or mental impairment which substantially limits one or more of such person's major life activities, (b) has a record of such an impairment, or (c) is regarded as having such an impairment. Of particular concern to SIOP members and other individuals who conduct testing and assessment are the portions of the Act that define and address the "comprehensive assessment" used to determine eligibility and vocational rehabilitation needs for an individual. Under the definitions portion of the Act, the "assessment for determining eligibility and vocational rehabilitation needs" includes "collection of data on "the unique strengths, resources, priorities, interests and needs" of an eligible individual, which may include "an assessment of the personality, interests, interpersonal skills, intelligence and related functional capacities, educational achievements, work experience, vocational aptitudes, personal and social adjustments, and employment opportunities of the individual, and the medical, psychiatric [and] psychological... factors that affect the employment and rehabilitation needs of the individual." A detailed description of the procedures used to determine whether an individual is eligible for assistance is provided in Section 102 of Title I. APAs Committee on Psychological Tests and Assessment submitted comments to the Department of Education supporting the inclusiveness of the current definition of comprehensive assessment.

In addition, industrial psychologists may want to review the activities included in vocational rehabilitation services, which may consist of "job search assistance; on-the-job training; job development, including work-site modification and use of advance learning technology for skills training; dissemination of information on program activities to business and industry; and follow-up services for individuals placed in employment." Training of individuals in the development of skills necessary for successful job performance is a crucial component of this Act. Given that industrial psychologists are often key players in the development of training programs, SIOP members may want to monitor and be available to comment on the components of training programs to assist in the employment of individuals with disabilities. In addition, SIOP members may wish to make future recommendations to the congressional

subcommittees on how to increase the numbers of qualified personnel who are specifically trained to provide employment assistance to individuals with disabilities through job development and job placement services.

As this TIP issue goes to press, the new House and Senate subcommittees will begin to prioritize their tasks for the 105th Congress. We anticipate that committee hearings may be held in the winter and early spring to help inform the Congress on specific Titles of the Act. There should also be further opportunities for SIOP members to comment on future drafts of the reauthorization legislation. At this time, APA and SIOP would like to identify any individuals who have research or practice expertise in vocational rehabilitation services, including but not limited to job development, job placement services, employment testing, and employment training for individuals with disabilities. SIOP members with expertise on these issues should contact Cathy Higgins, Chair of the SIOP Professional Practice Committee, at (415) 833-6260.

An electronic copy of the Act can be accessed through the RSA BBS by calling the following access number (202) 205-9694. For those individuals unable to access the BBS, copies of the current Act are available in regular print, large print, and computer diskette (WordPerfect 5.1 and ASCII formats) by calling (202) 205-8831.

We will keep you posted on progress with the reauthorization in future issues of TIP.

*Interested in Serving on  
a SIOP Committee?*

You can volunteer at any time.

**Contact:**

**Jeff McHenry**  
**c/o SIOP Administration Office**  
**745 Haskins Road, Suite A**  
**P.O. Box 87**  
**Bowling Green OH 43402**  
**419 353-0032**  
**Lhakel@SIOP.bgsu.edu**

## OBITUARIES

### Robert D. Dugan, Ph.D.

Bob Dugan peacefully surrendered his battle with cancer August 13, 1996, having defied the odds, as was his custom. Bob was born to a humble life November 14, 1927, as the son of a Kentucky minister. Although he was not perceived by his teachers to be very talented, he proved to be a gifted writer and amateur musician, and showed an affinity for mathematics. After WW2, Bob served his country manning the tailgun of a B-24, "defending the skies of Nebraska against Communism," and earned rights to the GI Bill which ultimately got him through his B.A. and M.A. at the University of Kentucky and his Ph.D.) at Ohio State University in Mathematical Psychology. Many of his graduate school stories revolved around rotation—working with Toops and Wherry, his dissertation compared various models of factor rotation, applying the OSU database on leadership styles and the old "onion skin" method of rotation.

Following graduate school, Bob made his mark at State Farm Insurance, with the pioneering of the Life Office Management Association (LOMA), selection work for the newly established Peace Corp., and with personnel research for IT&T and IBM. His service on the original committee to draft the "Principles" led to a career as an expert witness. Another career tangent highlighted Bob's clinical and administrative acumen through his assistance in establishing Employee Assistance Programs, in an effort to move others to save themselves from alcoholism as he had himself.

In 1981, Bob accepted an offer to coordinate the growing M.A. program in I/O Psychology at the University of New Haven, a position he held and cherished until his death. In this role, he built many new relationships within the professional community and mentored hundreds of students starting out in the world of I/O work. Bob was admired as a husband, father, and great-grandfather. He extracted a full year of life beyond his prognosis; it was a year full of life, as was his custom. He leaves us his legacy of optimism, perseverance, and an example of living.

Gordon R. Simerson

This list was prepared by David Pollack. If you would like to submit additional entries, please write David Pollack at the U.S. Immigration and Naturalization Service, 425 1 Street, NW, Room 2236, Washington, DC 20536, (or call (202) 305-0081, or fax entries to (202) 514-4200).

1997

Feb. 8-11 Division 13 (Consulting Psychology) Fifth Annual Conference on Consultation to Corporations and Business. Phoenix, AZ. Contact: Michael Atella, (630) 252-2807.

Feb. 10-12 Fourth Annual Strategies and Skills Conference for Effective Teaming. Dallas, TX. Contact: Center for the study of Work Teams, (817) 565-3096.

Feb. 24-26 Corporate Dynamics Midwest Training Conference. Oakbrook Terrace, IL. Contact: Meg Nigro, (708) 778-9991.

Feb. 27-March 2 13th Annual Mid-Winter Conference and First SPIM Institute, Society of Psychologists in Management, New Orleans, L.A. Contact: John C. Bruckman, (714) 494-4780.

March 25-29 Annual Convention, American Educational Research Association. Chicago, IL. Contact: AERA, (202) 223-9485.

March 25-29 Annual Convention, National Council on Measurement in Education. Chicago, IL. Contact: NCME, (202) 223-9318.

April 11-13 Twelfth Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO. Contact: SIOP, (419) 353-0032.

April 27-30 25th International Congress on the Assessment Center Method. London, England. Contact: DDI, (412) 257-3952.

## UPCOMING CONFERENCES AND MEETINGS

May 18-22 Annual Conference of the American Society for Training and Development. Washington, DC. Contact: ASTD, (703) 683-8100.

May 23-26 Annual Convention of the American Psychological Society. Washington, DC. Contact: APS, (202) 783-2077.

June 22-25 Annual Conference of the Society for Human Resource Management. San Diego, CA. Contact: SHRM, (703) 548-3440.

June 22-26 Annual Conference of the International Personnel Management Association Assessment Council. Newport Beach, CA. Contact: IPMA, (703) 549-7100.

June 27-29 Industrial and Organisational Psychology Conference. Victoria, Australia. Contact: The Australian Psychological Society, Ltd., P.O. Box 126, Carlton, South Victoria 3053, Australia.

July 15-19 27th Annual Information Exchange on What is New in O.D. @ and 17th O.D. World Congress. Colima, Mexico. Contact: Organizational Development Institute, (216) 461-4333.

July 19-23 Annual Conference of the American Society for Public Administration. Philadelphia, PA. Contact: ASPA, (202) 393-7878.

Aug. 10-13 Annual Meeting, Academy of Management. Boston, MA. Contact: Academy of Management, (914) 923-2607.

Aug. 10-14 Annual Convention of the American Statistical Association. Anaheim, CA. Contact: ASA, (703) 684-1221.

Aug. 15-19 Annual Convention of the American Psychological Association. Chicago, IL. Contact: APA, (202) 336-6020.

Sept. 22-26 Annual Conference of the Human Factors and Ergonomics Society. Albuquerque, NM. Contact: The Human Factors and Ergonomics Society, (310) 394-1811.

Sept. 24-26 Eighth Annual International Conference on Work Teams. Dallas, TX. Contact: Center for the Study of Work Teams, (817) 565-3096.

Nov. 4-8 Annual Convention of the American Evaluation Association. San Diego, CA. Contact: AEA, (804) 225-2089.

*Provide resources to help future leaders  
maintain the vitality of the science and  
practice of I-O Psychology ...*

### Donate to the SIOP Foundation!

The SIOP Foundation has been established as a fund of the Dayton Community Foundation. Because the Dayton Community Foundation is a 501(c) 3 organization, all contributions made to SIOP via the Dayton Foundation are fully tax deductible.

Make checks payable to:

The Dayton Community Foundation / SIOP Fund  
and send to:  
SIOP Administrative Office  
PO Box 87  
745 Haskins Road, Suite A  
Bowling Green OH 43402-0087

full-time matriculating graduate students. The Symposium will be held on the campus of Creighton University in Omaha, Nebraska. Participants will have access to meals and accommodations at nominal cost. The University is close to Omaha's restored Old Market District, which features restaurants, galleries, and shops.

To be considered, submit two copies of papers or detailed proposals (one copy must carry no personal identifiers) to John Hollwitz, A.F. Jacobson Professor of Communications, Creighton University, Omaha Nebraska 68178. For further information, call 402/280-2532, or email to [jcholl@creighton.edu](mailto:jcholl@creighton.edu). Deadlines for papers and proposals is February 8, 1997.

## CALLS & ANNOUNCEMENTS

### Call for Papers, Proposals, and Reviewers

**Workplace Socialization: Perspectives on Organizational Entry, Training, and Exit.** Creighton University, Omaha, Nebraska seeks papers, proposals, reviewers, respondents, and session moderators for an interdisciplinary symposium exploring organizational socialization to be held May 28 to June 1, 1997. The symposium hopes to attract practitioners, theorists, and researchers from Psychology, Sociology, Communications, and Education who would like to address a variety of topics related to the symposium theme in plenary sessions permitting informed discussion. Proposals can address any aspect of the symposium topic. They may be applied, theoretical, or empirical in nature. In particular, we seek proposals that might explore the following topics, among others: developmental stages in socialization; interpersonal and group processes during stages of organizational socialization; communication characteristics during socialization, adaptation, and exit; training and development interventions designed to foster effective socialization; the impact of selection, training, and performance appraisal on socialization; 'culture' and 'climate' in socialization; group or gender differences in socialization; research issues and methodological innovations in socialization assessment; implications of fair employment practice in legislation on socialization.

In addition, we seek papers that could be part of two special symposium sessions. The first of these sessions will focus on workplace integrity, organizational deviance, and organizational citizenship behaviors. The second will focus on the impact of testing and assessment on socialization interventions.

All submissions will be peer reviewed for presentation. Final submissions, due at the symposium, will receive a second round of reviews for possible inclusion in a proposed edited volume of symposium proceedings. A limited amount of support is available to help offset lodging costs for

The Walter F. Ulmer, Jr., Applied Research Award. The Center for Creative Leadership is sponsoring this award to stimulate outstanding field research and its creative application to the practice of leadership. The award is named in honor of Walter F. Ulmer, Jr., retired President and CEO, Center for Creative Leadership. First prize will include \$1,500 and a trip to the Center to present research in a colloquium. The Center also will provide editorial assistance for finding appropriate publication outlets. Additionally, a prize of \$750 will be awarded for a paper judged as deserving honorable mention status.

#### Research Requirements

1. The study must be in the domain of leadership, leadership development, or leadership pedagogy; and should be innovative in its approach to the problem addressed by the study.
2. The research must be the author's own original work, must have been conducted in the last 2 years, and not have been previously published.
3. The study must have led to an attempted "solution" of specific problems in an organizational system.
4. Methodologies considered will include action research and case/studies.
5. Only one submission per project or person will be accepted.

#### Judging Criteria

1. Appropriateness of topic (fit with research award focus; relevance to needs faced by practitioners.)
2. Quality of research (consideration of relevant literature; soundness of method and analysis; innovativeness of research.)
3. Application value (clarity and significance of research application and conclusions; implications to practice in terms of "So what?" and "Who cares?")

#### Paper Guidelines

1. Papers should be prepared according to the current Publication Manual of the APA and should not exceed 30 typed, doubled spaced pages

(including title page, abstract, tables, notes, and references). Four copies should be submitted.

2. Papers should include: summary of the problem addressed by the study; overview of the relevant literature; synopsis of the methodology used and the findings; how the study was used to solve a problem or intervene in a system; and, importantly, statement of implications for research and practice.

3. A signed letter should accompany submission, stating that the paper meets the research requirements.

4. The Center reserves the right to withhold the award if no paper clearly meets the research requirements.

*Submission*

Entries should be submitted to Dr. Walter Tornow, Vice President, Research and Publication, Center for Creative Leadership, One Leadership Place, P O Box 26300, Greensboro NC 27438-6300. Entries must be received by March 31, 1997. The winning papers will be announced by May 30, 1997.

#### INTERNATIONAL CONGRESS OF APPLIED PSYCHOLOGY.

The Scientific Program Committee for the 24th International Congress of Applied Psychology, taking place August 9-14, 1998 in San Francisco, has issued the call for papers. Hosted by the American Psychological Association (APA) on behalf of the International Association of Applied Psychology, the Congress will feature an array of individual and group presentations on: organizational psychology; psychological evaluation and assessment; psychology and national development; educational, instructional, and school psychology; clinical and community psychology; applied gerontology; health psychology; economic psychology; psychology and law; political psychology; sport psychology; traffic and transportation psychology; and other areas such as applied social, applied developmental, human factors and ergonomics, and social issues.

To request a copy of the call, contact: Congress Secretariat, APA Office of International Affairs, 750 First Street, NE, Washington, DC 20002-4242; fax 202-336-5956; e-mail [icap@apa.org](mailto:icap@apa.org). PLEASE NOTE that May 1, 1997 is the submissions deadline.

#### Conference Announcements

The Society of Psychologists in Management invites you to its 13th annual Mid-winter Conference to be held February 27 to March 2, 1997 at Le Meridien Hotel in New Orleans. The theme of SPIM '97 is Creating and Managing the Organization of the Future. Carl F. Frost, the winner of the

SPIM's 1997 award for Distinguished Psychologist in Management, will speak on institutional leadership. Other featured speakers include Laura Avatiian, Vice President of Human Resources for Beth Israel Hospital; Michael R. Cooper, Chairman and CEO of Opinion Research Corporation; Donald O. Clifton, Chairman of the Gallup Organization; and Joyce Shields, President of Hay Management Consultants. Ann Howard's Presidential address will be on Managing at the Edge of Chaos.

A special innovation for this year's conference is the 1st SPIM Institute, a full day workshop. The 1997 Institute is on Psychologists in Transition, an opportunity to explore personal career changes led by Cynthia Scott and Lillian Gorman.

SPIM offers a unique opportunity for psychologist-managers to associate with their peers in a supportive, intellectually stimulating environment. CE hours are available for both the conference and the Institute. For more information contact John C. Bruckman, SPIM Program Chair, Change Management Group, 1625 Hillcrest Drive, Laguna Beach, CA 92651. Telephone (714) 494-4780.

#### An Invitation to attend the roundtable and reception sponsored by the SIOP Task Force on Ethnic Minority Participation

(Co-chairs: Beth Chung, Cornell University & Jim Outtz, Outtz & Associates)

Roundtable: 4:5 p.m.- Friday 4/1/97

Reception: 5-6 p.m.- Friday 4/1/97

The roundtable will begin with a brief history of the Task Force and summary results of the Task Force survey completed in 1995. Following this brief presentation, roundtable participants will discuss future directions for the Task Force. All minority and nonminority conference participants are encouraged to attend as your input will be highly valuable in setting future agenda for this task force. A cash bar reception will follow immediately after the roundtable. The reception will provide a great opportunity to network, share ideas & interests, and just to have fun. Please feel free to call Beth at (607)255-5383 or email her at: [BGC4@cornell.edu](mailto:BGC4@cornell.edu) if you have any questions.

**AUSTRALIAN INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY CONFERENCE.** This is Australia's second conference on Industrial and Organisational Psychology. It will be held at the Melbourne

Hilton on the Park, Victoria, on Saturday 28 and Sunday 29 June, and preceded by workshops on 27 June, conducted by renowned psychologists. The first conference (1995) was an enormous success, drawing an exciting range of international and local speakers. The second conference will feature keynote addresses, symposia and posters on topics in industrial and organisational psychology, and allied disciplines (e.g., human resource management, applied social psychology). It seeks submissions including rigorous empirical tests and theoretical developments and reviews, and those encompassing applications of conceptual and empirical development useful for practice illustrative of developments in I-O psychology and related areas.

Come and explore the exciting venue: See Melbourne and other parts of Australia. For information on the conference and registration, contact The Conference Coordinator, Australian Industrial and Organisational Psychology Conference, The Australian Psychological Society Ltd, PO Box 126, CARLTON SOUTH, VICTORIA, 3053 AUSTRALIA, Telephone: 61 3 9663 6166, Fax: 61 3 9663 6177, Email: CHERRY@apsnho.mhs.comuservve.com. Submissions may consist of individual posters or symposia on a thematic range of papers. Submissions are due 3 February 1997. If you wish to make a personal contact about submissions, please contact Phyllis Tharennou, Department of Business Management, Monash University, PO Box 197, CAULFIELD EAST, VICTORIA, 3145, Telephone: 61 3 9903 2933, Fax: 61 3 9903 2718, Email: phyllis.tharennou@BusEco.monash.edu.au.

### Calls for Nominations

**THE FETZER CONSORTIUM ON THE PROMOTION OF SOCIAL AND EMOTIONAL COMPETENCE IN THE WORK-PLACE**, a group of nine eminent researchers and practitioners in the field of human resource development chaired by Drs. Daniel Goleman, author of *Emotional Intelligence*, and Cary Cherniss plans to highlight programs and organizations that are models in promoting competencies in the following areas: self-regulation, motivation, empathy, and social skills. Model programs should have research evidence of effectiveness. If you know of such programs, please send information to Dr. Cary Cherniss, Rutgers University, GSAPP, Box 819, Piscataway NJ 08855-0819.

The Organizational Behavior Division of the Academy of Management announces its annual call for nominations for its "Outstanding Publication in Organizational Behavior Award." The

award will be presented to the author(s) of a publication appearing during the 1996 calendar year in a recognized outlet generally available to division members.

The "Outstanding Publication in Organizational Behavior Award" is given for the most significant contribution to the advancement of the field of Organizational Behavior. Recipients of the award need not belong to the Academy of Management.

Each Academy of Management member may nominate one publication for the award; but, no member may nominate more than one publication. Nomination should be made in writing and must include: (a) a rationale justifying receipt of the award by the nominee(s), and (b) a full bibliographic citation of the nominated work. Self-nominations will not be accepted.

To receive consideration, material must be postmarked no later than March 31, 1997. The recipient of the award will be announced at the August 1997 Academy meeting during the OB Division's business meeting, where a certificate of recognition will be presented.

All nominations should be sent to: Dr. Ruth Kanfer, Department of Psychology, N478 Elliott Hall, University of Minnesota, 75 East River Road, Minneapolis, MN 55455.

### First Annual SIOPen Golf Outing Announcement

Chuck ("Chili Dip") Lance and José ("Hosel") Cortina invite you to participate in the 1st Annual SIOPen Golf Outing at the Hale Irwin-designed Quail Creek Golf Club the afternoon of 10 APR 97 in St. Louis, just prior to next year's SIOP meeting. Quail Creek is about 12 miles SW of the Adam's Mark Hotel off I-55. It's really the 4th Annual Golf Outing, but the first three (the SIClosed, the SIRestricted, and the SIExclusionary) were informal and not very Open.

The format for the 1997 SIOPen will be a 4-person scramble (each team member hits a tee shot, select the best shot, each team member hits from there, select the best shot again, etc.). Form your own team (e.g., "Team Big Dawg" from UGA) or Jose and Chuck will team you up. The \$50 entry fee includes greens fees, electric cart, towel, bottled water, range balls, a sleeve of balls and a couple cans of refreshments.

Players of ALL skill levels are welcomed - teams will be appropriately handicapped. The winning team will retain the coveted "Hugo Cup" until the 1998 SIOPen in Dallas. Enter now using the entry form on the next page or e-mail Chuck (clance@uga.cc.uga.edu) or José (jcortina@gnu.edu) for additional information.

## *First Annual SIOpen Golf Outing*

Quail Creek Golf Club, St. Louis, MO  
Thursday, 10 APR 97 - Tee times starting at c. 13:00

**Format:** Four-person scramble  
**Entry fee:** \$50/person\* - 15 FEB 97 deadline

**Prizes:** "Hugo Cup" to First Place team; closest to pin, longest drive, low gross

|                                            |                                         |
|--------------------------------------------|-----------------------------------------|
| <i>Team Name**:</i> _____                  | <i>Team Member #2:</i> _____            |
| <i>Team Captain (or Individual):</i> _____ | <i>Address:</i> _____                   |
| <i>City/State/Zip:</i> _____               | <i>City/State/Zip:</i> _____            |
| <i>Phone:</i> _____                        | <i>Phone:</i> _____                     |
| <i>E-mail:</i> _____                       | <i>E-mail:</i> _____                    |
| <i>Handicap/Average score***:</i> _____    | <i>Handicap/Average score***:</i> _____ |
| <i>Team Member #3:</i> _____               | <i>Team Member #4:</i> _____            |
| <i>Address:</i> _____                      | <i>Address:</i> _____                   |
| <i>City/State/Zip:</i> _____               | <i>City/State/Zip:</i> _____            |
| <i>Phone:</i> _____                        | <i>Phone:</i> _____                     |
| <i>E-mail:</i> _____                       | <i>E-mail:</i> _____                    |
| <i>Handicap/Average score***:</i> _____    | <i>Handicap/Average score***:</i> _____ |

\*Includes greens fee, cart, towels, range balls, drives of balls, and refreshments. \*\* Enter individually or up to a full 4-person team. \*\*\* Be sure to mail check payable to Quail Creek Golf Club to Jean Corina, Psychology Department, MSM153, 4400 University Dr., George Mason University, Fairfax, VA 22030. Contact Chuck Lance (V: +1.703.993.1347, E: [jcorina@cs.gmu.edu](mailto:jcorina@cs.gmu.edu)) or Joe Corina (V: +1.703.993.1347, E: [jeanj@cs.gmu.edu](mailto:jeanj@cs.gmu.edu)) for additional information.



## **POSITIONS AVAILABLE**

**INDUSTRIAL PSYCHOLOGY INTERNSHIP:** Bell Atlantic Corporation is currently accepting applications for full-time internship positions in its Selection Research Department. Bell Atlantic is a leader in the telecommunications industry and offers interns the opportunity to obtain experience working in a fast-paced corporate environment. Internships begin at various times of the year, depending on project requirements, and normally last 12 months. All positions are located in Arlington, VA.

Bell Atlantic's Selection Research Department is responsible for developing, validating, and assisting with the implementation of selection systems throughout the Corporation. Other projects have involved work on performance appraisal, test preparation courses, and survey development. Interns work on all phases of projects from conceptualization to implementation.

Qualified candidates should possess at least a Master's degree in industrial/organizational psychology or equivalent. Strong written communication, interpersonal, research, and statistical skills are critical. Experience with SPSS is desirable.

Interested applicants should send a resume, graduate transcript, writing sample, and desired start date to: Jill K. Wheeler, Bell Atlantic Corporation, 1310 N. Court House Road, Upper Lobby, Arlington VA 22201

**HUMAN RESOURCES RESEARCH INTERNSHIP** SBC Communications, Inc. (formerly Southwestern Bell Corporation) is currently accepting applications for pre-doctoral I/O Psychology internships in Human Resources Research and Planning.

The internship program gives students with a solid I/O background an opportunity to apply their training in a corporate environment. Interns work with two I/O Psychologists, independently, and with other Human Resource professionals on applied research and selection process development. The internship is designed to allow students to be responsible for entire projects from beginning to end. We also emphasize the importance of students completing the work needed for their degrees.

Qualified candidates should be advanced Ph.D. students (preferably 3rd or 4th year) in I/O psychology and should have completed a Masters degree or equivalent. Preference will be given to applicants with experience in job analysis, test development, and validation. Strong research, analytical, written and interpersonal communication skills are required. Experience in SAS is also desired.

These internships are full time and last for six months, beginning in January or July. The deadline for completed applications is October 15 for the internship beginning in January, and April 15 for the internship beginning in July. Please send cover letter and resume to: Anna Erickson, Ph.D., SBC Communications, Inc., 175 East Houston, Room 5-D-9, San Antonio, TX 78205.

**INTERNSHIP OPPORTUNITY:** Morris and McDaniel is currently seeking applicants for an industrial/organizational psychology internship in its Jackson, Mississippi office. This position provides an excellent opportunity to gain valuable experience in the application of industrial/organizational principles and practices. The internship is full-time, lasting for 12 months and salary is negotiable. Qualified applicants should possess a Master's or Doctorate degree in I/O Psychology or completion of all course work in a Master's program except for satisfying an internship requirement. Applicants should possess strong interpersonal, quantitative, analytical, presentation, and communication (both oral and written) skills. Morris and McDaniel, Inc., is a management consulting firm with offices in Washington DC, New Orleans, Louisiana, Jackson, Mississippi and Atlanta, Georgia. Established in 1976, our experience includes a broad range of personnel management and legal services to local, state, and federal government agencies, as well as to private industry. Our organization provides research and consulting expertise that combines behavioral science principles with statistical analysis and a practical, legally defensible approach that is tailored to meet the needs of our clients. Our staff is composed of experienced specialists with advanced degrees in the areas of Industrial/Organizational Psychology, Experimental Psychology, Public Administration and Law, as well as expertise in data analysis and computer applications.

Morris and McDaniel, Inc. emphasizes three major areas of specialization in providing management consulting services to small and large organizations in the public and private sectors: (1) Personnel management—job analysis, developing and implementing valid testing programs, assessment centers, job classification and compensation, and designing performance appraisal systems; (2) EEO litigation—conducting empirical and content validation studies and adverse impact analyses, developing and

evaluating Affirmative Action Plans and providing expert testimony in court cases; and (3) Organizational development—designing intervention strategies for increased organizational effectiveness such as training programs, team building, developing problem-solving strategies, structural redesign and employee morale and motivational techniques.

If you meet all of these qualifications and are interested in this opportunity, send resume to: Morris and McDaniel, Inc., P.O. Box 11599, Washington DC 20008-0799, call (703) 836-3600, or fax (703) 836-4280.

**INTERNAL RESEARCH CONSULTANT AND INTERNSHIP:** The Allstate Research and Planning Center, has an opening for an experienced research professional and an intern to join our staff. The Research Center is the research division of Allstate Insurance Company. The positions are in the Workforce Research group which conducts research on the complete range of organizational issues, from job analysis, selection, and education, to job design, organization development and effectiveness, and communications. The work is primarily consulting and research on projects for a variety of internal clients and Senior Executives of the company. The ideal candidate for the full-time position will have an advanced degree and 2-5 years work experience as an internal or external business consultant. Advanced skills in research design, data analysis, business issues including strategy, and oral and written communication are required. Proficiency with SAS or SPSS is a requirement and you must have the ability to work independently on multiple projects in a team environment. Interns should be available for a minimum of 4 months, have excellent computer and statistical skills, and be at an advanced level (e.g., 3rd or 4th year).

Our work within the organization is highly visible and members of the Workforce Research group are active in several professional organizations, including SJOP. We encourage publication in refereed journals, and presentation of papers at professional meetings and seminars. In addition, we collaborate regularly with several leading academic researchers. Allstate is an Equal Opportunity Employer. For immediate consideration, please submit your resume, detailing relevant work experience, training, and salary requirements to: Ms. Becky Cottrell, Human Resources, Allstate Research and Planning Center, 321 Middlefield Road, Menlo Park, CA 94025 (E-mail: BCOTT@ALLSTATE.COM; Fax: 415-324-9347). Please specify the position for which you are applying. Intern candidates should indicate availability.

**SENIOR CONSULTANT OR PROJECT MANAGER:** An Consulting, formerly HRStrategies, is an internationally known HR consulting

firm specializing in the design and implementation of creative solutions to human resource and organizational transition needs. Our staff of over 1,500 professionals includes more than 60 I/O psychologists offering exceptional service to the most recognized and innovative organizations in the world. As a member of the Aon family of companies, we offer global consulting capabilities through a worldwide network of offices.

Due to rapid growth, we are continually in search of exceptional candidates who can make valuable contributions to our team. Project work includes the construction and implementation of selection and assessment systems, performance management systems, career development programs, employee opinion surveys, and change management consulting. We seek experienced I/O psychologists with a proven track record of superior project management and strong statistical skills with the ability to present in an applied manner. Send your resume outlining related experience to Jennifer K. Burns, Human Resources Manager, Aon Consulting, P.O. Box 36778, Grosse Pointe MI 48236. Aon Consulting is an Equal Opportunity Employer and a member of the Aon family.

**PERSONNEL DECISIONS INTERNATIONAL (PDI)**, is a human resources and management consulting firm with more than 220 consulting psychologists, and offices around the world. We are a highly professional team, on the leading edge of our profession, focused on providing innovative, top-quality solutions to meet client needs.

Due to the incredible growth of our training and development business, we have immediate opportunities for TRAINING CONSULTANTS and SENIOR TRAINING CONSULTANTS in our HOUSTON, SAN FRANCISCO, CHICAGO, and MINNEAPOLIS offices. Qualified candidates will have a minimum of eight years of stand-up training experience, preferably to management and senior management groups and will be familiar with such development topics as: leadership, performance management, and team development. The qualified candidates will have exceptional platform skills and an ability to customize and design training programs as well as being willing and able to sell the training business. An advanced degree is preferred. Travel requirements will vary depending on location.

ADDITIONAL OPPORTUNITIES are available for SENIOR CONSULTANTS in our BOSTON, CHICAGO, and SAN FRANCISCO locations to do management and executive assessment, as well as coaching. Qualified candidates will be licensable in the state of residence and will have a Ph.D. in I/O Psychology, counseling, clinical psychology, or a related field. PDI offers a competitive compensation package, relocation assistance, tremendous growth opportunities, and exciting work with leading global organizations.

To apply for these or future opportunities, please send a cover letter, resume, and geographic preference to: Joanne Ptau, Vice President of Human Resources, Personnel Decisions International, 2000 Plaza VII Tower, 45 South 7th Street, Minneapolis MN 55402. Fax: 612-337-3640. Equal opportunity employer.

**INDUSTRIAL ORGANIZATIONAL PH.D. PSYCHOLOGIST**. Wayne State University Psychology Department is seeking a candidate for one tenured or tenured-track appointment beginning August 1997. Rank and salary are open. Applicants must have a Ph.D. in I/O psychology and be actively involved in research in some area of I/O psychology. Preference may be given to individuals whose primary interests are in organizational psychology, but all applicants will be considered. Individuals with a strong quantitative background are particularly encouraged to apply. We will accept applications until the position is filled; however interested individuals are encouraged to apply as soon as possible. Send letter of application with statement of teaching and research interests, vita, three letters of reference and reprints/preprints to: Chair, Industrial/Organizational Search Committee, Department of Psychology, Wayne State University, 71 W. Warren, Detroit MI 48202. Wayne State University is an Equal Opportunity/Affirmative Action Employer. All buildings, structures and vehicles at WSU are smoke-free. Wayne State University—people working together to provide quality service.

**DEVELOPMENT DIMENSIONS INTERNATIONAL**. At Development Dimensions International (DDI), rapid growth and expansion are creating multiple consulting opportunities for highly qualified Ph.D./Master-level I/O psychologists. Our consultants work with leading companies worldwide to develop creative solutions for their business needs by applying innovative I/O technologies and methodologies. We are looking for your innovative contributions to be a part of our continued success! DDI is a Pittsburgh-based, international, organizational development, management consulting firm. We specialize in the research and development of HR systems applied at all organizational levels. These systems include assessment and selection, training and development, performance management, and organizational change. Each year, we provide services for 12,000 organizations in 36 countries to help them improve productivity, quality, and customer service.

A career with DDI will allow you to work with others on leading-edge, high-tech applications of applied psychology. You will work in a multi-disciplined team of four to six professionals focused only on re-

search/applications; there is no sales component involved. Working in a team allows you to expand your skills, while applying your knowledge to a wide variety of interesting challenges. Your team's productivity will be enhanced by unparalleled support services. Varied consulting assignments with the largest corporations in the world will provide you with exciting challenges and the opportunity to expand your professional horizons.

Senior Consultants lead teams dedicated to project delivery and product development. The position emphasizes integration of I/O methodologies to meet unique client requirements.

A wide variety of Consultant opportunities exists in teams committed to change management, selection, performance consulting, assessment center exercise development, training, and basic learning research. Growth and professional development opportunities abound. Each new consultant will have an individualized development plan. Positions usually entail 30% overnight travel and offer an opportunity for exciting international travel and assignments.

Mail or fax resumes to: Bernadette D. Kortze, Development Dimensions International, 1225 Washington Pike, Bridgeville PA 15017, Fax 412 220-2958. EOE.

**THE HUMAN RESOURCES RESEARCH ORGANIZATION** (HumRRO) is looking for individuals to join its headquarters office in Alexandria, VA. We have an immediate need for one or more experienced persons with experience in I/O psychology, educational measurement, or closely related field. Project work may include development and validation of assessment tools for selection, promotion, and credentialing systems; development of career development tools (including 360 feedback mechanisms and followup coaching); job analysis; and program evaluation. Responsibilities will require application of research, consulting, project management, and business development skills.

HumRRO has a varied client base, including civilian and military government agencies, associations, and private sector. We offer the opportunity to perform challenging and interesting work in a collegial environment.

A Ph.D. and at least three years experience are preferred, but we will consider other candidates. Superior writing and oral communication skills are a must. Salary commensurate with experience and education. Interested candidates should contact Dr. Deirdre Knapp, Manager, Personnel Selection & Classification Program, HumRRO, 66 Canal Center Plaza, Suite 400, Alexandria, VA, 22314. Phone (703) 706-5662; Fax (703) 548-5574; e-mail dknapp@mail.humrro.org. HumRRO is an equal opportunity employer.

**DEPAUL UNIVERSITY, DEPARTMENT OF PSYCHOLOGY,  
ASSISTANT PROFESSOR IN INDUSTRIAL/ORGANIZATIONAL  
PSYCHOLOGY.** Tenure track position beginning Fall, 1997, pending budget approval. Ph.D. required. Applicants should have Organizational emphasis. Focus could include leadership, organizational theory, and organizational development. DePaul offers an I/O Ph.D. and an I/O undergraduate concentration. Opportunities exist to develop contacts for research and consulting. Responsibilities include: developing and maintaining active research program in I/O psychology and supervising graduate student research. Particular area of research is not as critical as ability to demonstrate productivity potential. Courses to be taught include Leadership, Organizational Theory, Organization Development, and undergraduate courses in I/O. Send curriculum vitae, three letters of reference, recent publications and manuscripts, and statement of research and teaching interests to I/O Search Committee, Department of Psychology, DePaul University, 2219 North Kenmore, Chicago IL 60614. Review of applicants begins December 15 and continues until position is filled. DePaul is an Equal Opportunity Employer.

**GRADUATE FACULTY POSITION ANNOUNCEMENT. THE PSYCHOLOGY PROGRAM OF THE CLAREMONT GRADUATE SCHOOL** announces a search for an organizational or social scientist who specializes in evaluation research. The position is a 3-year (renewable; with the potential to convert to tenure track) graduate faculty appointment at the rank of advanced assistant professor or higher. The successful candidate will teach, supervise research, and assume a leadership role in a new master's concentration in Program Design, Management, and Evaluation, and be expected to contribute to other academic programs within the center (e.g., Ph.D. programs in various areas of psychology and/or an M.S. program in human resources design). Candidates should have (a) a doctoral degree completed, (b) a demonstrable area of specialization, experience, and publications in evaluation research, (c) outstanding teaching skills. Expertise in at least one of the following areas is also desirable: developmental psychology, social psychology, organizational behavior, human resource management, or training and development.

Our faculty is committed to applying behavioral science to the prevention and amelioration of social and organizational problems, and to developing and evaluating programs and policies that serve the public interest. As part of this commitment, we promote diversity in all aspects of our programs. Minority and women candidates are especially encouraged to apply for this position.

Evaluation of candidates will begin January 15, 1997 and continue until the position is filled. Interested candidates should send a vita, personal statement of their relevant skills and experiences, and samples of recent work (e.g., publications, evaluation reports) to: Dr. Stewart Donaldson, Chair, Evaluation Search Committee, Center for Organizational and Behavioral Sciences, The Claremont Graduate School, 123 E. Eighth Street, Claremont, CA 91711.

**INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY.** Assistant professor, tenure-track position beginning Fall 1997. An applied research program and commitment to working on research with undergraduate and M.A. level students are essential. Teaching responsibilities include undergraduate I/O survey course, tests and measurements, and graduate courses primarily in the personnel area. Will also have the opportunity to develop specialized graduate courses in areas such as compensation, performance appraisal, and labor relations. Research interests should be in Industrial/Organizational Psychology although the area of specialization is open. An earned doctorate is required. Send letter of application, vita, transcripts and three letters of reference to: Dr. John O'Connor, Psychology Search, Western Kentucky University, 1 Big Red Way, Bowling Green, KY 42101-3576. Phone: (502) 745-2696. FAX: (502) 745-6934. Review of applications begins February 3, 1997. Open until filled. Women and minorities are encouraged to apply. Affirmative Action/Equal Opportunity Employer.

Qualified candidates will have an M.A. or Ph.D. in Industrial/Organizational Psychology. Candidates should also possess excellent research, analytical, interpersonal, and oral and written communication skills; programming/computer skills are also highly desirable. Applicants for senior level positions should also have demonstrated outstanding business development and project management skills. Expressions of interest in post-doctoral fellowships are also encouraged. Please send resumes with cover letters to Laurie Zelesnikar, Personnel Decisions Research Institutes, Inc., 43 Main Street Southeast, Suite 405, Minneapolis, Minnesota, 55414. EEO/AA.

**PROJECT MANAGER, RESEARCH AND EVALUATION:** SPRINT is seeking a Research and Evaluation Unit Manager for its training organization. This relatively new unit was established to design and support training evaluation strategies for Sprint. Future plans are to expand evaluation and research into other HR disciplines of Organization Development, Career Development and Performance Management.

The project manager, with the support of an evaluation specialist, consults with HRD professionals and internal customers to design evaluation programs that support business unit objectives. The project manager also directs special research and benchmarking projects.

Sprint is a global communications company—at the forefront in integrating long distance, local and wireless communication services, and the

world's largest carrier of Internet traffic. Sprint built and operates the United States' only nationwide all-digital, fiber-optic network and is the leader in advanced data communications services. Sprint has \$12.8 billion in annual revenues and serves more than 15 million business and residential customers.

The successful candidate will possess an advanced degree in I/O Psychology, Adult Learning, MBA or related field; 3-5 years in a business setting in evaluation research, performance management, group facilitation and have a strong understanding of business operations, strategy and quality. He/she should have experience in a matrix environment and have ability to complete projects through teams who report to other parts of the organization. Experience in presenting training outcomes to executives; knowledge of process improvement tools; and excellent executive writing and presentation skills are essential.

Send resume with salary requirements to: Joyce Savage, Group Manager-Assessment, Sprint, P O Box 7972, Shawnee Mission KS 66207. joyce.savage@sprintal.sprint.com.

**I/O Psychologist.** Personnel Decisions Research Institutes, Inc. (PDRI), a premier human resources research and development organization with offices in Minneapolis, Minnesota, Washington, D.C., and Tampa, Florida, is seeking junior and senior level Industrial and Organizational Psychologists. PDRI specializes in the development of a wide variety of human resources systems and products for public and private sector clients. Our work primarily involves selection and promotion system development, performance management and career development, training needs analysis and training system design, and employment litigation support. PDRI expects from its staff the highest levels of applied research quality, effort, initiative, and output. In turn, we offer a work ambiance that has proved attractive to those seeking to conduct human resources research in an applied setting — casual and quasi-academic, accepting (indeed, appreciative) of individual differences in work style and approach, and supportive of both highly autonomous and more team-oriented workers.

**SALOMON BROTHERS TRAINING SPECIALIST, MANAGEMENT & PROFESSIONAL DEVELOPMENT.** The Corporate Training Department of Salomon Brothers, a leading global investment bank, is seeking an individual to join its Management and Professional Development team (M&PD). M&PD operates as an internal consultant to employees at all levels of the Firm. Working within a fast-paced and dynamic environment, the group provides services related to professional and management training, competency modeling, performance management processes, assessment centers, team building, needs assessments, and employee surveys.

Qualified candidates should demonstrate: 2-5 years work experience; at least a Bachelor's degree; platform and facilitation skills; experience delivering basic training curriculum (e.g., oral presentation skills, interview skills, client relationships); ability to produce instructor/participant training materials; project experience in areas such as competency modeling, performance management, and organizational design; proficiency with computers (e.g., Word, Excel, Access); strong interpersonal and communication skills; ability to work both independently and as a team member; professionalism and motivation.

Interested candidates should mail or fax a cover letter and resume to:  
**Pam Messineo, Salomon Brothers, 7 World Trade Center (34th Floor), New York, NY 10048, Fax: (212) 783-2520.** Relocation costs will not be paid by employer.

skills. If interested, please send resume with cover letter to: **Madaline Andre, Vantage Human Resource Services, Inc., 2300 Clarendon Boulevard, Suite 1109, Arlington VA 22201.** Vantage is an Equal Opportunity Employer.

**DIRECTOR OF TRAINING:** Campbell Soup Company is recruiting for a Training professional with a broad background and the credibility and skills to influence senior management. Campbell is a \$7.7 billion global consumer products company located in the Philadelphia metropolitan area.

The Director of Training is responsible for developing, delivering and measuring the impact of training programs; and for managing the Education Reimbursement program. This means having both the broad, strategic perspective to create and deliver the "next step" for the company; and the ability and willingness to manage the detailed project coordination to support a large-scale open enrollment training program process at the World Headquarters (Zenger Miller certification a plus).

The scope of responsibility is broad—Across the entire corporation, including all businesses, functional areas, countries and manufacturing plants. This position will have the responsibility of assessing and upgrading the quality of the entire function. This is an individual contributor role where the incumbent must utilize external consultants and business unit resources to define, design and deliver the necessary training. Expect no more than 30% travel.

The successful candidate will possess at least a Masters degree in a relevant major and have a minimum of ten years experience. "Plus factors" include international experience, instructional design expertise, consulting and "selling" experience. This will not be just a "stand up trainer of canned programs"! The person must have a broad background, including team development, organizational effectiveness consulting, performance management and work process redesign experience.

Campbell Soup Company offers competitive salary, incentives and benefits; and is an Equal Opportunity Employer. Interested applicants should submit their resumes to: **Richard Vosburgh, Ph.D., Director of Management Development and Training, Campbell Soup Company, 1 Campbell Place MC-35C, Camden, NJ 08103. FAX: 609-342-3721.**

**THE VANDAVEER GROUP, INC.,** an emerging premier human resources and management consulting firm, is in search of an exceptional individual for a senior consultant position. Initially, the individual will work from the Houston based headquarters, with opportunity to start and head a

**PROFESSIONAL DEVELOPMENT SPECIALIST:** Since 1974, Vantage Human Resource Services, Inc. has provided services to public and private sector organizations in the D.C. metropolitan area and nationwide. Our corporate capabilities include career development and transition services; team building; leadership development; organizational and employee development; needs assessment, and federal personnel services. Responsibilities for this Virginia-based position include designing, developing, and implementing organizational assessment and quantitative data; consulting with clients on transition management, workforce assessment, and planning, team building, "survivor" programs, leadership development, job/skills analysis, career development, and other organizational issues; assessing clients' training needs; conducting highly interactive group training; providing individual counseling, and researching and preparing training materials, proposals, and other written documents. Qualifications are a Ph.D. in I/O psychology; demonstrated experience in assessment and measurement, training and development, and group process facilitation; prior work history in the federal government or private sector management/consulting desired; excellent verbal and written communication

regional office elsewhere upon demonstration of the necessary skills. Qualified candidates will have a Ph.D. in I/O (or related), or clinical psychology, six to ten years professional experience, at least two of which have been as an external consultant; demonstrated skill and high level of interest in business development; and a license to practice psychology. Responsibilities shall include developing business, managing and developing consultants, managing projects, and consulting to management. The primary areas of practice of Vandaveer consultants are currently Leader and Organization Development, Executive Assessment and Coaching, Leader Succession Planning, Performance Measurement and Enhancement, Employee Selection and Staffing / Test Development and Validation, and Team Development and Conflict Resolution.

We are looking for someone with exceptional cognitive abilities, including conceptualization and innovative thinking; strong listening and communication skills; high energy; flexibility; initiative; responsiveness to client needs; strong practical orientation grounded in solid knowledge of theory and methods; a high degree of "social intelligence"; and knowledge and skill in marketing of services. Fluency in a second language will be a plus.

The Vandaveer Group offers competitive compensation and benefits, and excellent opportunity for growth and development. We are an equal opportunity employer. To apply, please send a cover letter that includes availability; resume; and the names, affiliations, and telephone numbers of three relevant references to: The Vandaveer Group, Inc.; 520 Post Oak Blvd. Suite 260, Houston TX 77027.

**I/O CONSULTING: ARE YOU READY FOR A CHANGE?** Are you frustrated with the internal politics or limited long-range income potential of internal consulting? Are you turned off by the extensive travel that many consulting groups require? Are you looking for a family friendly firm and city? If you are willing to invest with us in the short-term, we offer a great career opportunity. Humber, Mundie & McClary, based in Milwaukee and listed by Consultants News in their "Leading 100 Management Consulting Firms" has an immediate opening for a Ph.D. psychologist with skills in selection system design and validation, individual assessment, executive development, and OD. The ideal candidate will have business experience. Send resume and compensation history to Robert Scheid, Ph.D., Humber, Mundie & McClary, 111 East Wisconsin Avenue, Suite 1950, Milwaukee, WI 53202.

**PART-TIME TEMPORARY INSTRUCTORS** are sought for an occasional teaching assignment with Central Michigan University's College of Extended Learning to teach graduate level courses in Organizational or Personnel Psychology. The two courses are part of several concentrations in the Master of Science in Administration (MSA) degree program, which is offered at more than 50 locations in 15 states nationwide (12 locations are in Michigan). Classes are offered in a compressed format on three or four alternating weekends or one night per week for eight weeks.

An earned doctorate in I/O Psychology, recent publications in referred journals, and teaching experience are required.

The College of Extended Learning pays a generous stipend plus travel expenses. For information, please call Carolyn Monahan at 1-800-950-1144 ext. 3869, or send e-mail to, carolyn.monahan@cmich.edu.

**ESS CORP**, an Orlando-based consulting firm, is seeking candidates for Human Resource consulting and business development positions. ESS is a nationally recognized firm specializing in state-of-the-art human resource services, primarily in the areas of assessment, test design, and training. ESS has a rapidly expanding client base that is predominately composed of Fortune 500 companies.

The Human Resource consultant position will involve the following: development and implementation of assessment materials and instruments, interactive and video-based training programs, telephonic assessment systems, interviewing programs; conducting client-based field activities such as project planning, training, job analysis, etc.; travel 30-50% of the time. Candidates for this position must possess the following: a Ph.D. or master's degree in I/O Psychology; three years full-time human resource work experience; a sound understanding of assessment and measurement principles; strong client management and customer service capabilities; excellent interpersonal, written communication, and presentation skills; computer proficiency.

Business development candidates should have at least 2 years experience in the areas of assessment, selection, training, and/or performance management; experience selling human resources systems/programs to internal or external clients; and an ability to consult with senior management within Fortune 500 organizations on HR issues. A Ph.D. or master's degree in I/O Psychology is preferred but not required. The business development positions are field-based in major metropolitan areas throughout the U.S. and Canada and provide a competitive compensation plan including salary plus commission and an opportunity for advancement.

ESS offers a competitive salary, excellent benefits, a dynamic team-oriented environment, and opportunities for advancement. Please send

your resume, with an indication of whether your interest is in a consulting or business development position, to: ESS Staffing, ESS Corp, Suite 212, 2300 Maitland Center Parkway, Maitland Florida 32751.

**AUBURN UNIVERSITY MONTGOMERY CENTER FOR BUSINESS AND ECONOMIC DEVELOPMENT**. We are seeking a capable and experienced professional with expertise in industrial-organizational psychology. Responsibilities include planning and conducting job analyses, selection procedure development, statistical analyses, and research related to new assessments and procedures. The ability to develop and maintain favorable relations with clients and coworkers is essential. The position will require travel to attend client meetings as needed (generally limited to 4-6 days per month). Excellent presentation skills are mandatory. Experience in project management is desirable.

The Center for Business and Economic Development is a research and extension arm of the University. Its principal activities include private and public sector personnel administration, employee selection and promotion, litigation support for cases involving Title VII of the 1964 Civil Rights Act, work force utilization analysis, organizational development, task and job analysis, productivity enhancement, and related research in industrial-organizational psychology and human resources management.

Contact person: John G. Veres III, Director; 7300 University Drive; Montgomery, Alabama 36117; Voice: 334/244-3700; FAX: 334/244-3718; E-mail: jveres@aub.edu.

**DIRECTOR, LEADERSHIP/MANAGEMENT SELECTION & ASSESSMENT**. Motorola, a world leader in telecommunications and high technology, is seeking an Industrial/Organizational Psychologist to direct the development, validation, and implementation of leadership assessment systems for multiple levels of management.

Specific responsibilities of this position include: overseeing the work of consultants in this effort; directing, designing and implementing the feedback process; leading research on the longitudinal effectiveness and return on investment of the system/process; selecting, managing, and developing a staff of professionals; and establishing a leadership database/tracking system for HR applications.

The qualified candidate will possess: a Ph.D. in Industrial/Organizational Psychology or closely-related field; 8-10 years of applied business experience in a large, multinational company or consulting firm; excellent presentation/communication skills; a record of success with

leadership/management testing, assessment centers, simulations, interviewing, and other assessment methods/techniques; and knowledge of psychometrics and EEO law. The candidate must also possess the ability to interact with all levels of management and the expertise to market systems and services within the organization. Preference will be given to those who possess strong computer skills and who have published in the leadership arena.

Motorola offers an outstanding benefits package as well as ongoing opportunities for professional development. The position will reside in Motorola corporate strategic HR programs. Compensation will be commensurate with experience. For consideration, send your resume or C.V. to: Director, HR Selection & Assessment, Motorola, 1303 E. Algonquin Road, IL01-5 Schaumburg, Illinois 60196.

**MANAGER, TESTING AND ASSESSMENT: CHINA, TAIWAN, HONG KONG**. Motorola, a world leader in telecommunications and high technology is seeking an Industrial/Organizational Psychologist in the Asia/Pacific Region to serve as a local expert/internal consultant in selection, testing, and assessment for China, Taiwan, and Hong Kong. This person will reside in the Region and work with a high-impact matrixed team of Industrial/Organizational Psychologists and world-class Human Resources Professionals.

The qualified candidate will possess a graduate degree (Ph.D. preferred) in Industrial/Organizational Psychology or closely-related field and will be a local national, fluent in both Mandarin and English. A background in statistics, personnel selection, test development and validation, structured interviews, and assessment exercises is critical. Experience in the implementation of testing, assessment, and selection programs in an applied setting is desirable. Strong interpersonal and communication skills are required.

In addition, the person must have the ability to work in a team-based matrix organization as the position will reside in the Asia/Pacific Region and report directly to the Motorola Director of Strategic HR Selection and Assessment in Schaumburg, Illinois, USA, with dotted-line relationships to China HR in Beijing, Taiwan HR in Taipei, and Asia/Pacific Regional and Sector HR in Hong Kong. Internal clients represent several different Motorola businesses. Moderate local and international travel is required. Major responsibilities of the position include: serving as a regional selection, testing and assessment expert in China, Hong Kong, and Taiwan; consulting to local HR people in the validation, implementation, and long-term monitoring of company designed selection, testing, and assessment systems; training end-users on structured interviewing and proper use of other

selection techniques; and exploring new selection processes and technologies.

Motorola offers a competitive compensation and benefits package as well as ongoing opportunities for professional development. For consideration, send your resume or C.V. to: Director, HR Selection & Assessment, Motorola, 1303 E. Algonquin Road, IL01-5, Schaumburg, Illinois 60196 USA.

**SENIOR CONSULTANT, ORLANDO, FL: WILSON LEARNING CORPORATION** has been a leader in the human resources field for more than 30 years. Our clients include Fortune 500 and emerging growth companies around the world. Our success is based on linking human capabilities with business strategy. We strive to be experts in understanding our customers' businesses. We have charted new paths in integrating technology into assessment and development processes.

The Assessment Group is seeking a qualified individual to join our growing team of consulting psychologists in the Orlando, FL area. The prospective candidates will have:

- An M.S. or Ph.D. in I/O Psychology.
- A minimum of five years of post-graduate experience in assessment technologies.

- Experience in designing and implementing a variety of assessment tools and processes.
- Successfully managed complex projects addressing various business issues and challenges and involving multiple levels within client organizations.

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### Publishing Information

TIP is published four times a year: July, October, January, April. Respective closing dates are May 15, August 15, November 15, and February 15. The Annual Convention Program is published in March, with a closing date of January 15. TIP is a 5-1/2" x 8-1/2" booklet, printed by offset on enamel stock. Type is 10 point Times New Roman.

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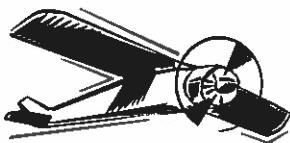
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